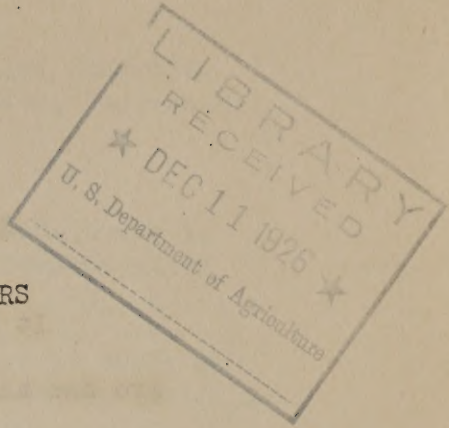


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PROCEEDINGS  
COUNTY-AGENT SUPERVISORY SECTION  
of the  
CONFERENCE OF CENTRAL STATES EXTENSION WORKERS  
Iowa State College of Agriculture,  
Ames, Iowa  
April 26 to 28, 1926

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UNITED STATES DEPARTMENT OF AGRICULTURE  
Extension Service.....C. W. Warburton, Director  
Office of Cooperative Extension Work.....C. B. Smith, Chief  
Washington, D. C.



## RESOLUTION ADOPTED COMMENDING CONFERENCE

It is the sense of this meeting that our thanks are due the Association of Land Grant Colleges for this most valuable conference.

The program has touched the vital factors in extension work and many valuable suggestions have been presented as a result of conscientious surveys of actual conditions.

Our thanks are due the Extension Service of the United States Department of Agriculture for the sympathetic aid in making this conference a success.

The cordial attitude and the thoughtful service of the faculty of the Iowa State College of Agriculture and Mechanic Arts have made our stay here most enjoyable.

It is our belief that an agricultural college is the best place to hold such meetings.



## PROGRAM DEVELOPMENT

Committee Recommendations - Charles A. Mahan, Kentucky, Chairman.  
Robert E. Holland, Nebraska, Secretary.

### County Program of Work

- (1) That the program of work be planned on a county-wide basis in cooperation with county extension committee with due consideration and use of community program planning.
- (2) That program of work be carefully planned on basis of needs of the locality, including economic trends, timeliness, and availability of specialists.
- (3) That subject-matter projects be coordinated whenever possible.
- (4) That the number of major projects do not exceed four, and the number of minor projects adopted be governed by the availability of local leadership.
- (5) That inasmuch as the county program is of concern to the State extension service as well as the county, we deem it advisable for supervisors to be present at time of planning county programs.
- (6) We believe it advisable to establish both annual and long-time goals in program building.

### Community Programs

- (1) A survey of the farm and home conditions in a county can be used as a guide in program building. Community programs should be based upon the needs of the community. We believe that this can best be determined by a thorough analysis of the community problems by the county extension agents and a local committee.
- (2) The community program of work committee should be selected by township or community leaders in consultation with extension agents. This committee should include both men and women and should be selected with the idea of including those who will be successful project leaders.
- (3) All community programs should be balanced, including activities for men, women, boys, and girls. These activities may all be grouped under the heads farm, home, and community.
- (4) Each activity included in the program should be placed in charge of a suitable local leader. The steps in the work of these leaders should be clearly outlined with them in a small group meeting.
- (5) Prompt follow up is absolutely essential.
- (6) The extension agents should not fail to recognize and assist the project leaders in their work throughout the year.
- (7) Short cuts in program building too often result in seriously limiting the effectiveness of the program of work.



## GENERAL STATEMENT

These proceedings include summaries of the papers presented before the county-agent supervisory group at the Central States conference. Owing to the excellence of the material presented, the necessary task of eliminating some of it without losing too many of the ideas has been a difficult one. Excerpts have been included from each paper given, except the following which will be issued separately: Use of Fundamental Principles of Teaching in Extension Work, by A. B. Graham; Reaching Boys Between Sixteen and Twenty, by R. A. Turner; and County-Agent Supervision, by H. W. Gilbertson.

The material presented by Director Ramsower is available in mimeographed form in his paper entitled, "Some Aspects of a Study of Leadership." The summary of extension laws by W. E. Hall, County Agent Leader of South Dakota, was distributed in mimeographed form at the conference.

In presenting the results of extension studies conducted in cooperation with the extension services of 10 States, M. C. Wilson brought out some of the high lights of significance to supervisors. Inasmuch as most of this information has already been published, no attempt was made to summarize it here. Some of the more recent available publications on this subject are: Department Bulletin 1384, Georgia Extension Bulletin 219, Arkansas Extension Circular 221, New Jersey Extension Bulletin 50, and Department of Agriculture Extension Service Circular 4.

All the 45 county-agent supervisors in the Central States except eight were present and took part. The material of a few of the supervisors is included in statements presented by the committee chairmen and not reviewed separately.

The success of this conference was due not only to the guidance and effective work of committee chairmen, but also to the efforts and cooperation of the supervisors from each State. This was the first conference for county-agent supervisors of these States in the past six years. The keynote of the conference was county-agent supervision methods.

H. W. Gilbertson,  
General Secretary



## Project Planning

(1) The supervisor's relation to the planning of projects has to do largely with advising as to proper projects to undertake, correlating the activities of the specialists and county agents in regard to the projects, initiating interest or action where necessary, and helping in the actual planning. Responsibility also rests on specialists, on county agents, and on local officers and committees.

(2) Methods of planning vary in the different States from the well-organized state-wide method to methods of great diversity in different counties. But it is apparent that some system of obtaining thoughtful consideration and definite organization of the factors, the steps, and the goal of every project undertaken, is necessary everywhere.

(3) There is an intimate relation between the plans by which a given project is to be carried out and culminated and the various communities and the county as a whole. The achievement of real success in a broad county program depends on the selection, organization, and completion of the various projects that make up the entire program in the county.

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## Program Development

Charles A. Mahan, Kentucky

Just as chains, armies, or nations depend upon the strength of many units, so we believe a county program of work can be its strongest only when built with small units such as township or community groups.

In Kentucky we believe the best method of building a program of work is from the local community up. The building of a community program with the analysis method is no easy matter, but we believe it to be the most efficient in the end. The way many county agents try to find short cuts and easy methods of building a program reminds me very much of driving a chicken along a picket fence to an open gate. The bird invariably wants to stick its head through each crack and try each one of them before taking the longest but surest route through the gate.

No matter how a program is built, an effort must be made to obtain the assistance of as many community project leaders as possible with each assigned a definite piece of work for which he is responsible. Only through leaders will we ever be able to reach unresponsive individuals or communities.

As to the annual and long-time programs, we believe the community program will take care of the annual part very satisfactorily and in much the same manner the long time program may be managed by putting on a new dress annually. Each new dress should represent a definite period of growth in the long-time program, which may be indicated by a chart showing an ordinary curve. At the base line we will suppose is the experimental and discovery stage, which should of course be handled by the experiment station. Going up on the curve we pass through the introductory stage, or individual demonstrations in which the county agent is deliberately planning and training leaders for further work in this line. Having proved to the satisfaction of a



few select leaders the importance of this improved practice, the next step is to put the project on as a minor subject in the program using some of the organized help and local leadership developed for this purpose. Having climbed higher on the curve through this process, we would then be ready for this project to be a major subject in our program of work and as such we should use all the power possible to put it before the people so as to get results and obtain general adoption of the recommended practice. Whether one year or 10 years is to be used for each of these five steps is a matter to be determined with reference to each project and the rapidity with which it grows.

I believe an agent can usually win the good will and support of both town and country people by keeping clearly in mind the fact that he is an agent to develop the county in an educational manner, instead of a Moses to lead the farmers out of the clutches of the merchant Pharaohs who are usually working as industriously as the rest of us trying to provide comforts in their homes and keep the wolf from the door.

In our program development we should always keep in mind that our duty is to place our actions on the plane of service to all people through training rural leaders to give personal service for community betterment.

#### County Program of Work Determination

Discussion by J. E. Wojta, Wisconsin:

The county program of work in Wisconsin is planned by members of the county agricultural committee, the county agent, and the district supervisor, who represents the agricultural extension service of the college.

The county agricultural committee consists of the chairman of the county board of supervisors, the county superintendent of schools, and three practical farmers, representing the agricultural interests of the county, appointed by the county board of supervisors; one of whom shall be a member of the county board of supervisors - a total of five members on this committee.

The county agent is given from 10 to 15 minutes at the opening of the meeting to tell of his accomplishments during the past year. This is done by showing the distribution of the different results or activities on an outline county map. The projects of the previous year are considered and a decision made as to whether or not they are to be continued. The county's needs based on sources of income, interests of farms and farm homes, soils and types of farming in the county, the character and extent to which the project specialist may be available, are among the chief factors determining the program of work.

The county program of work is planned on a project basis. Usually from three to five major projects are agreed upon. Before the final adoption of a project the members of the agricultural committee, the county agent, and the district supervisor discuss the work of the project from the standpoint of goal and sections of county to be reached, meetings to be held, contacts to be made, cooperators to be selected, follow-up work and how results are to be reported.

The fact that the members of the county agricultural committee discuss and select the county program of work, particularly from the standpoint of their section of the county, has a wholesome effect. It arouses interest in the minds of the committee members and gets them thinking and discussing important phases of work in the county. It also makes them feel more responsible for the success of the work. The county agent needs this cooperation.



All present assist the county agent in selecting local project leaders. Frequently the county agent through personal contact chooses a person who is interested in the project and willing to assist in putting the work across in his community. Little or not time is spent in perfecting the local organization. To get local leaders to cooperate and through them obtain a large number of people to participate in the extension projects, it is necessary that the program of work be interesting and of practical value to the people.

After the program of work is approved by the county agricultural committee, the college department chairman and the specialist are informed by the State extension office that a project has been signed up in the county. The specialist receives a copy of the project as developed by the committee, whereas the county agent receives the specialist's outlines of project work covering his program.

Supervisors may help county agents by meeting with the county agent and agricultural committee at least three times a year; in the winter months to determine upon a definite program of work; in the spring and summer to plan demonstrations, tours, agricultural campaigns, exhibits, and assist with subject matter; and in the fall to check up progress.

Discussion by Walter V. Kell, Indiana:

The long-time, well-balanced county agricultural program developed by a county-wide committee composed of men who are specialists in their line makes possible a unified piece of work, attacking the most important problems that are vital to the largest possible number of farmers in the county.

In 1922 a survey of 400 farms was made in one southern Indiana area by the county committee method. The survey was designed especially for the type of farming followed in the area to show the relative importance and extent of the various farm enterprises. In addition to the material obtained from the 400 farms, census reports, assessors statistics, and other data were studied and interpreted. The committee was interested in a program that would develop the potential possibilities of the agriculture of the county by improving the practices that were being followed on the great majority of the farms.

The survey developed the fact that many farmers were having legume failures which made a serious problem in maintaining their soil fertility and providing proper feed for their dairy cows. It was also found that the very few farms that had a sweet soil or which had applied lime were more successful with legumes. The committee recommended increased use of limestone as one of the first activities. A trip through this area now will show limestone in common usage. Its use has made possible better crops and better livestock work. Although this is only one thing picked out of the program to show results, similar progress has been made in working out other parts of the farm program.

The county committee for this type of work should be composed of men who are appointed because of their qualifications as good farmers, and who have the respect and confidence of the people of the county. The committee is interested in the report of the survey because it is their work and they want to know what facts were found in the study and how the practices of the county compare with the best known practices. From the information presented the committee has a picture of the agriculture of the county. They know the total number of farms, the acreage and relative importance of the various crops grown, the amount and kind of livestock, the form and amount of livestock products marketed, method of marketing, and something of the community and home problems. With this background they are in position to discuss with the extension worker the different lines of work that should be included in the county program.



After the long-time county program has been determined, the committee should then be ready to discuss the various projects related to the program that can be cooperatively worked out by the committee, the county agent, and the extension department. These projects will usually cover a period of years, and it is necessary to have the program progress in a systematic, constructive manner so that each year's work will be the foundation for future activities. In order to have some kind of a measuring stick, goals are set for each year's accomplishments.

The members of the county committee function as leaders in their various townships or communities in helping the county agent and local committees develop community programs that are based on the county program. They assist in planning and conducting demonstrations, tours, meetings, boys and girls' club work, and in the selection of other local leaders. Perhaps the distinctive feature of this method of developing a county program is not that it obtains a large amount of information not already available or results in a program much different from what would be determined by any other method, but rather that it obtains the interest and support of the local people. They have more confidence in the data used as a basis for the program. In addition, this method results in a more unified program which permits the county agent and the county farmers' organizations to concentrate on a few problems of greatest importance to the county rather than scattering their efforts over a great many activities. A program is a problem and any problem can be more clearly understood and appreciated if the skeleton outline can be determined before very many of the details are developed.

#### Discussion by J.W. Merrill, Iowa:

There are four steps in building county programs in Iowa:

- (1) Planning with the agents in the county.
- (2) Developing interest of local leaders in the county.
- (3) Assistance given by district supervisor in program meeting.
- (4) County agent carries county program to townships.

At the time we visit the agents for the spring survey and again for the summer survey, we plan for the program meeting in the fall. The agent is urged to confer with the president of the farm bureau and also the women's project leader regarding the major projects to be included in the next year's program. As a rule, these two officers and one other, appointed by the president, make up the program committee. We prefer that the third member of the committee be one of the active club workers in the county, but this is not always the case.

In order to develop interest and stimulate thought regarding the new program, a bound copy of the last year's programs for the adjoining counties, together with a list of all extension projects, is mailed to each of the committeemen and also to the key men in the county. These key men may be those representing the county in the State legislature and other influential business men or members on the county board of supervisors. When selected, these key men should be consulted as to their idea of the things that should be included in next year's activities. This year district supervisors will visit as many of these key men as possible before the program meeting in September. A few of the agents have sent out a county-wide ballot to guide the committee in formulating the new program. However, the county-wide ballot has not been so successfully used as the township ballot.



During September we visit all the counties in our district to assist them in lining up the program for the next year. In the morning the agent calls in the program committee and we outline the tentative program to be presented to the board in the afternoon. Before the afternoon meeting, the office assistant mimeographs the program so that each director has a copy of the tentative program before him. The chairman of the program committee presents the program to the board, but first the agent checks over the present year's program giving a summary of the things accomplished and those not done. This puts the board in a receptive mood to consider the next year's program, besides showing them, the value of having had a definite program to follow. After the board of directors discuss and revise the different projects making up the program, it is adopted and presented later to the membership at the county annual meeting for final adoption.

The last step is completed by the county agent, who carries the county program out to the township. Several of our agents have the program put on a chart which they take out to the township meetings and when not in use for this purpose, it hangs in the office as a reminder of things that must be accomplished. It also has the advantage of impressing upon those visiting the office that there is a yearly program.

As we see it, the six essentials for a good county extension program are:

- (1) It must be planned with a committee of farmers so that they think through the program and really evolve their own program instead of receiving it.
- (2) It must deal with the problems affecting the largest number of farmers in the county.
- (3) It must have definite yearly goals for all projects.
- (4) It must center energy on things of major importance.
- (5) It must be well balanced, containing a major project in crops or livestock, one in farm economics or marketing, and one of the home projects, and boys and girls' club work.
- (6) It must be phrased in terms which farmers readily understand and in a form which appeals to them.

#### Discussion by J.C. Spitler, Illinois:

In Illinois our experience leads us to believe that under our conditions the county is the proper unit for program building because:

- (1) The extension organization with which we cooperate is organized on the county basis with a central office.
- (2) We are better able to obtain uniformity of action in the various communities in carrying out an extension program.
- (3) Operating with a few subject-matter specialists, it is necessary to be conservative with the amount of time each specialist spends in a county in the training of local people who assist in carrying out the program.

Subject-matter specialists, after making a thorough study of conditions, prepare their projects and then present them to the departments in which they are working for approval. After the projects are approved by the subject-matter departments, they are brought before the extension conference. This conference is presided over by the director of extension and is attended by all members of the extension staff, heads of departments, and other members of the college and experiment station who desire to attend. In this conference the projects are thoroughly discussed, and when approved by the director of extension, they are passed on to the State leader of county agents.



Each project is written up in a standard form, mimeographed and sent to the county agents in September. The county agent and the board of directors, or a special program of work committee, go over the list of extension projects and together they decide upon the projects that will be incorporated in the county program for the coming year. Often one of the State leaders is asked to be present at a program of work meeting to assist local people in deciding upon a program. Whenever a special committee is selected to work out a program, the recommendations prepared by this special committee must be approved by the board of directors.

Four district conferences are held during the last two weeks in October. At these district conferences the subject-matter specialists explain fully the project or projects they will emphasize during the coming year, also make recommendations on methods of carrying them out in a county. The agents are given an opportunity to tell of the methods that have been used and the results obtained. They also make known to the specialists the assistance they desire during the coming year and together they arrange a tentative schedule of dates for the specialists to visit their counties.

The final program generally appears as follows: Major projects, three or four; minor projects from four to six.

In finally determining the character of the county program, we endeavor to place the responsibility on the local people in each county. The extension service makes known to the agents and boards of directors the kind and amount of assistance they may be able to obtain through the subject-matter specialists. If the projects incorporated in a county program have been carefully selected as to their timeliness and economic importance there need be no radical change in the program each year.

#### Discussion by Roswell G. Carr, Michigan:

In Michigan when we build a county extension program, we do not start with a geographical or political map of the county but rather with an inventory of human interests. The primary groupings of the farm folks on the basis of interest seem vital to us. The county agent works with groups where there is a community of interest and action. This interest may be economic, concerned with production or marketing; or it may be social, and the object education or recreation. This group may be three neighbors who join forces to build a marl-mining outfit - production; or it may be 20 families in a farmers' club - social, educational; it may be a potato-marketing group covering a natural local business area; it may be the Holstein breeders of a county; or it may be the northern Michigan potato seed producers. The automobile has eliminated the element of distance to such an extent that we have such groups scattered over large areas. All these vital interest groups make up the logical foundation on which to build a county extension program. The extension work in the program of these groups is the basis of our county extension program.

Our county extension board, no matter how selected, is made up of people who are in close touch with the extension work of the primary groups they belong to and have a general knowledge of the work of other such groups. They achieve some degree of personal satisfaction from serving the agricultural interests of the county in this rather prominent way. This board, led by the county agent, builds a county program on the desires, expressed if possible, but frequently unexpressed, of these vital interest groups. The county agent brings before his county extension board a story of what these vital interest groups want to do in the way of extension work. The real county agent will appreciate the desirability of widespread consciousness among the people of the county of the connection between their special interests and the county extension program, and do everything possible to foster it.



Community Program Determination

G. R. Eastwood, Ohio:

Results of questionnaire on community program building, April, 1926

	Illinois	Indiana	Iowa	Kansas	Kentucky	Michigan	Minnesota	Missouri	Nebraska	Ohio	South Dakota	Wisconsin
Are programs made by a county-wide committee and carried to the community for adoption?	Yes	Yes	Yes	Yes	No	No	No	No	No	No	No	Yes
Are community analyses made as a basis for community programs?	No	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes
Who makes the analyses?	-	County agent and committee	County agent and committee	County agent and farmers	County agent and committee	The interested group	-	Agent and committee	County agent and committee	County agent and committee	County agent supervisor and committee	County agent specialist and local leader.
Are programs made: (a) With a group in the community?	No work planned on community basis	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
(b) What size group?	-	5-10	3-15	5-8	5-12	Depends on special interest being considered	6-10	15-35	6-10	5-10	5-8	3-4
(c) Who selects the group?	-	County agent and local leader	County agent and township chairman	County agent and community chairman	County agent and leader	A local leader.	Local community organization	Elected at mass meeting	County agent and local leader	County agent and township chairman	County agent and community chairman	County agent
What factors are principal considerations in selecting members for the group?	-	Interest ability and standing	Interest ability and standing	Interest ability and standing	Interest ability and standing	Community interest	Who they want	Interest ability and standing	Interest ability and standing	Interest ability and standing	Interest ability and standing	Interest ability and standing
How long have community programs been emphasized in your State?	-	6 years	6 years	5 years	5 years	Since the beginning	10 years	3 years	5 years	8 years	1/2 year	9 years
What percentage of your counties with agents work on a community program basis?	-	100	95	25	100	100	100	60	80	100	25	16
What part do specialists have in determining the program?	-	Outline state-wide projects	Make suggestions to district supervisors	Very little	Suggest projects	Acquaint agents with services available from the college	Help shape county program	Make recommendations for counties	Make suggestions for county programs	Make general suggestions to county agents	Analyze requirements for their enterprise for counties	Outline program offering constructive suggestions
Designate some project and State: (a) Problem it was designed to meet or have a part in meeting.	-	Limestone acid soil	Swine product Poor feeding Poor sanitation Poor marketing sanitation	Worm-free litter Decrease pig losses	Purebred sires improve livestock	Co-testing association Unprofitable for production	More alfalfa for cheaper feed	Swine Swine sanitation To control parasites and disease	Swine sanitation To avoid big losses	Swine sanitation To increase production in pork production	Wheat standardization cooperative shipping of wheat	Poultry Imp. better prices for poultry products. Orderly mktg.
(b) Who determined the problem?	-	County agent and committee	Specialists and agents	County agent and farm bureau	Livestock specialist	College	Specialist and farmers	County agricultural committee	County agent and specialist	County agent and specialist	County agent and local committee	Specialist local leader and county agent
(c) How was problem determined?	-	Test surveys demonstrations	Continuous attention as a major source of income	Questioning hog growers	Observation and enquiry	Research and survey	Through study of factors involved	Through committee's knowledge of the problem	Project determination by specialist and agents	Committee analyses	Committee analyses	Discussion agent, Spec. and agricultural committee
Do specialists send agents a list of available projects?	-	Yes	Yes	District supervisors do	Yes	Yes	Extension director does	Yes	Yes	Yes	Yes	Yes
Do they send such a list each year?	-	Yes	Yes	-	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes
Why have community programs if an equal number of people can be reached with demonstrations, lectures, and exhibits through a general county program?	-	Community program tends to better (a) Local application (b) Local responsibility (c) Local interest	Interest more people. Distributes responsibility Better adaptation Better understood Better interest	Community Program builds for individual and community interest County wide program lacks local and personal appeal	Can not be done Community programs put more people to work with a definite goal	Would have to be a community enterprise	To develop community initiative	To develop local leadership	To develop community. Get better adoption of practices	To develop initiative cooperation and organization of local people	Unified support of all the people	Majority work on county rather than on community basis







## Discussion by R.E. Holland, Nebraska:

In the spring of 1920 a program was developed in each of four communities in as many counties in different parts of the State. A committee of local men and women met with the county agent, members of the State extension office, and a representative of the Washington office to outline a proposed program which was presented on the same or the following evening to the people of the community in mass meeting for discussion, modification, and adoption. This was the beginning of organized community programs in Nebraska.

From that beginning community programs have increased in numbers with varying degrees of success. Little if any doubt remains in the minds of any of these people as to the effectiveness of this method of conducting extension work.

A community in Dawson County was among the first four to be organized as above mentioned. It is significant that the first work with this community was perhaps the most discouraging of the four. In mass meeting the people overturned much of the work of the committee and substituted other projects. The end of the year, however, showed accomplishments greater than the goals set. The agent in this county had a vision of the possibilities and sought to give the method a fair trial. At the close of the first year the agent's comment was: "From now on the community committee plan of organization is to receive considerable attention from us." Dawson County has 22 precincts. Fifteen have community programs. A few of the remainder are attached to some of these 15. In each instance the program is determined by a committee of about eight men and women working with the county agent. A balanced program including farm, home, and boys' and girls' projects is worked out and it is balanced also as regards educational, entertainment, and social features. Four or five projects are selected and usually the work of the committee on program of work is now approved without change. Experience has taught the committee and the agent to choose wisely.

One year the agent in Dawson County was quite "sold" on the idea of working out the program in a community or mass meeting. About two-thirds of the programs were so developed. Results convinced the agent of the ineffectiveness of this method and he now says: "The committee plan is the only way - with 6 to 12 on the committee." With practically all the work of the county on a community program basis the agent can make a fairly complete schedule of his time. "One hundred per cent more can be accomplished with programs outlined" says the agent. Community consciousness developed through programs and leaders we believe is the basis for enduring and far-reaching extension work.

Projects are either made or killed in the selection of the leader. With a community committee we get a freer discussion of projects and of fitness of proposed leaders. A committee meeting affords an opportunity to get rid of undesirable leaders. Never attempt to determine a program with a committee in a big hall. If it is hard to sell a project, "lay off." Be content with sowing the seed.

## Discussion by W.H. Stacy, Iowa:

Practically every township in Iowa carries on extension work and each county has a definite program of work. "Business efficiency" demands that there be a method of getting an expression from the people. The ballot plan provides for such an expression and at the same time ties each activity to those people who are most interested. There are five steps in carrying this plan out completely in the annual meeting of a township farm bureau, i.e. preparing ballot, notification of meeting, presenting and summarizing ballots, using summaries.



Arrange ballot to concentrate attention on major activities rather than to call attention to number and variety of activities. Include only 10 to 15 projects upon which results can be reported at the end of the year. Provide blank spaces to allow members to write in individual wishes. Place note of instruction at top of ballot, "Check those in which your family wishes to take part." Indicate major projects by star. Provide for signature and address of person filling out the ballot.

Have ballots explained by county agent or township program committee.

- (1) Reviewing history of extension work and results.
- (2) Explaining method of planning activities.
- (3) Describing purpose and possibilities of each project.
- (4) Emphasizing the necessity of concentrating on major activities.
- (5) Urging each person to vote for the activities he wishes to help in developing.

Present the township summary to meeting of township leaders. Decide on goal or extent to which each activity should be developed during the coming year. Choose leaders for each activity. Plan in meeting or conference with leaders the steps in developing each activity. Report summary of ballots at succeeding township meetings and through local papers.

### Project Planning

#### Discussion by S.B. Cleland, Minnesota:

In Minnesota we encourage the greatest possible initiative in the development of important projects. This encouragement which extends throughout the entire extension division applies to county agents, specialists, and supervisors. If an agent gets a good idea, it is developed, expanded, and put into practice in his county. If found valuable it spreads to other counties; if useless or impractical it dies a natural death.

Some projects are initiated and pushed by the specialists. The ton-litter project was developed first in one county; the swine specialist saw the possibilities of it, and now each year he plans the details, inspires the agents to undertake it, and in general puts the force behind the whole project. The corresponding project in car lot baby beef was completely developed by the specialist. The idea was sold to the agents by the specialist and should be credited to him for the results that are being achieved. The supervisor correlates the activities and helps develop projects as agents or specialists start them. The supervisor observes a new project as it develops, assists in its development if the project is desirable, points out its failings if it is undesirable.

In addition to these informal methods of project planning, there are certain formal features in use in Minnesota. The first of these formal features is the program of work. This is given in a prescribed form and presents the year's program in outline, one column stating the project and goals, whereas in a second column are given the methods and means to be used in carrying out each project.

The second formal step is the special tabular report on each project in the annual report at the close of the season. The agent prepares this tabular report by taking the column of projects and goals from the program and opposite each one setting down the accomplishments. This arrangement is a splendid piece of self-discipline for the agent. It forces him to plan his work at the beginning of the year so that he actually can accomplish what his program calls for. It also has the effect of making him want to complete all projects so his



report will indicate that he showed good judgment in making out his program. During the year as new projects develop, they are discussed with the supervisor with the idea of making them workable and practical.

Discussion by L.E. Hoffman, Indiana:

We use the district conference as a method of supervision in Indiana for three reasons: (1) It gives us a greater number of contacts with the county agents in the State. Indiana has 80 county agents with one full-time and one half-time field supervisor. This gives the largest number of agents per supervisor in the Central States. (2) By having the agents in small groups it is possible to have informal discussion whereby an agent can be influenced by the other agents to use methods or do certain things that can not always be brought about by a personal visit to the agent. The district is to the agent what the community is to the farmer. If an agent in an adjoining county tells his neighbor agents of the results he has obtained and methods he has used under similar conditions to their own, the other agents are more apt to believe that his methods will apply and can be used in their counties than if the supervisor brings them the idea. The agent who has ideas that are not orthodox can usually be lined up by his fellow agents in a way that does not appear personal. (3) The district conference also gives each division of the extension department an opportunity to discuss the projects of their division informally with the agents and keeps the supervisory force in close touch with what the specialists are doing as well as what the agents are doing. This is an advantage to us as all the extension projects carried on by the specialists must be approved by the supervisory force before being carried to the agents.

The State is divided into eight districts with an average of 10 agents per district. The districts are determined by ease of travel for the agents. In all cases the agent can attend the conference by leaving his county in the morning and returning home the same day. The conferences usually run from 10 a.m. to 3:30 p.m. Each district holds from six to nine conferences each year. A total of 67 conferences are scheduled for 1926. Conferences are not held during the months in which State conferences and the State fair are held. The dates for our conferences are set at the beginning of the year and are arranged in order to save time and travel of the supervisors and the specialists who attend the conferences. They are generally held the last of the month.

Each district has a chairman and a secretary. The program for each conference is tentatively outlined at the beginning of the year. Each division of the extension department is given a place on the program at the most seasonal time of the year for their work, provided that the division has projects that are of interest to agents of the district. The specialist who represents his division discusses methods and new subject matter. A supervisor attends each district conference and always has sometime on the program. We use the discussion method to bring out points. We have found that the comparing of work in the counties of a district is one of the best methods of getting results and we use this method extensively. We tabulate figures from annual and other reports on a district basis. We also tabulate district programs from the county programs. We find this much better than using State tabulations as the agent is able to compare his county and his work with adjoining counties in a better way than trying to compare his work with all the counties of the State.



The district conference does not take the place of individual visits to a county. This is especially true in the case of new agents and hence most of our county visits are to counties with agents who are new in the work.

Discussion by G. M. Briggs, Wisconsin:

Needless to say, to outline a project and to carry it out are two different things and altogether too often the plans are not dwelt upon thoroughly enough. The specialist's viewpoint differs little from the supervisor's viewpoint. They are equally concerned in bringing about the greatest results. Oftentimes, however, the supervisor is not familiar enough with the details of a project and it is therefore essential that frequent conferences of specialists and supervisors be held on the following points:

- (1) Adaptability or need of project.
- (2) Assistance possible from specialist in carrying on project.
- (3) Existing situation in counties.
- (4) Preliminary arrangements for project.
- (5) Amount and kind of follow-up work.

The specialist, being held accountable for his project, though anxious to help in all sections of his district, can best cooperate with those agents who plan their work best and follow it up most thoroughly. From the specialist's standpoint, it is very necessary and desirable to cooperate with those agents who will pay attention to the following points:

- (1) In selection of cooperators.
  - (a) That he be a doer - in high respect in his community.
  - (b) Location in relation to soil type and location of farm with respect to highways.

- (2) Proper follow-up.

That all agencies will be used to help spread the method or result demonstration.

We have found it very desirable in Wisconsin to make an outline of each project to give the county agent some idea of the details of the project, and to furnish sources of information and assistance which will be of value to him. The methods we use in connecting up the specialist with county agent and in familiarizing the supervisors with specialists' work follows:

- (1) Specialist is invited into supervisors' meeting, explaining his plans for season and available assistance that can be given.
- (2) Specialist explains his project as outlined. These by the way being prepared carefully, often being returned to the author many times before satisfying leaders.
- (3) Supervisors meet with county agents and county agricultural committees and sign up projects.
- (4) County agent leader notifies specialists and department heads of counties taking up projects that concern their departments.
- (5) The specialist at conference meetings through correspondence or personal visit assists in any way agents want him to, outlining more in detail the project, or helping carry on follow-up methods. Specialists at proper times, send out timely information.
- (6) End of season - summary review, with its accompanying photos and results



## Obtaining the Cooperation of Town and City People Toward Extension Work

R. K. Bliss, Iowa

In Iowa over 63 percent of the voters live in towns and cities. Since this percentage of the voters can if they see fit, withhold or grant State funds, it is necessary from the standpoint of the future development of the work to get their cooperation and support.

Appeals for cooperation to city and town people is much more likely to bear fruit if it can be shown that direct benefits will come to them as well as to the farmers from the proposed program of work. We have tried to show by exact facts that city and town people have a vital interest in the success of the agricultural program. In Iowa, for example, agriculture furnishes our primary source of wealth. According to the 1920 census, 80 cents out of each dollar comes from agriculture, 18 cents from manufacturing and 2 cents from mining. Much of the manufacturing is dependent upon agriculture.

It is also pointed out that a great many more people are a part of the agricultural enterprise than merely those who live on farms. The transportation system that takes the crops to market; the credit system that furnishes money; the merchant who furnishes supplies are all giving an important service to agriculture.

City people have been quick to catch the farmers' viewpoint in regard to production but not so quick in regard to marketing and distribution. In discussing the question of marketing with city people, it has been pointed out that about the only products Iowa has for sale to other States are agricultural products, or manufacturing products made from agricultural products. The additional amount of money that comes to the State will depend therefore on what is received for these products above marketing costs. The more money returned to the State for our agricultural products, the more the people will prosper. City people are therefore just as much interested in an efficient and economical marketing program as are country people.

Fundamentally the interests of town and country people in Iowa are much the same. What helps one generally sooner or later helps the other and what hurts one generally sooner or later hurts the other.

In Iowa a special effort has been made to make contacts with the press. The extension service has helped the daily papers of the State to establish agricultural pages and several of the dailies have since added an agricultural editor. A news service is furnished the daily and weekly papers.

The county agent is urged to make personal contacts with all the editors in his county. He can afford to go to considerable effort in order to do this and should furnish editors with good news set up attractively. Specialists can aid the county agents by sending out advance statements of their work and by furnishing a brief write-up at the time of a visit.

Training should be given agents in news writing. We are now holding a series of publicity schools principally with farm women and with boys' and girls clubs. These publicity schools are held in cooperation with the press of the county and the object is to train local news writers who can



send agricultural news direct to the papers. The cooperation of the press not only helps to "put the program over" in the country districts but it also educates and keeps the city people informed concerning the farm program.

An effort should be made to present the agricultural program before gatherings of city people such as commercial clubs or chambers of commerce and luncheon clubs including Rotary, Kiwanis, and Lions clubs. The womens' clubs and parent-teacher's associations offer a further means for reaching city people.

It is a good plan to encourage farmers to speak before such organizations. The extension specialist and county agent can supplement the farmers practical experience by furnishing concrete facts which he can use. I know of several counties that have used their local farmer talent effectively in reaching organized groups of city people.

Iowa county farm bureaus have followed the plan of inviting prominent city people to attend a banquet and take part in a discussion concerning the county agricultural affairs. Bankers, editors, boards of supervisors, legislators, a few business men and ministers are usually invited to these meetings. The best plan is for a farmer to bring a banker or other city friend as his guest. The banquet should always be held in the evening. Give ample time for the farmers and the county agent to report on work already accomplished or under way and to outline the future program. It is advisable to have a speaker from the extension office present the State program. Then there should be a talk by a representative of the city people and a chance for round-table discussion. Such meetings have been very effective in getting the cooperation of city people in carrying out the county extension program.

There is an old saying that if you want a person to support you, get him to do something for you. This I believe is true of our city friends. Usually the most cordial relationship between town and country exists where the city people are helping in some phase of the program.

In Iowa cooperation is given by city people along many lines. I will merely cite a few illustrations. The banks for example are collecting over 90 percent of the farm-bureau memberships from farmers. This is an efficient and inexpensive method. Practically every county receives support from city interests in regard to boys' and girls' club work. This support varies from the giving of a local prize to the sending of a boy to the State fair, State short course, International Livestock Show or giving assistance in the employment of a club agent. City and town people are not very far removed from the farm. The problem of enlisting their interest and support is principally a problem of getting the actual facts to them and then showing them how and where they can take hold and help. The more city people understand the objects and purposes of the farm program, the more willing they are to help. The alert, capable county agent and extension specialist supported by the district supervisor, should find a way to enlist the good will and cooperation of town and city people.

#### EXTENSION METHODS

Committee Recommendations

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Murl McDonald, Iowa, Chairman.  
H. L. Eichling, Iowa, Secretary.

- (1) Give more attention to training in extension methods through conferences, short courses, training Schools, reading courses, and other agencies.



(2) Expand what is already being done by the various colleges in establishing scientific research and courses of study in extension methods for the better training of students and extension workers.

(3) Give added emphasis to the training of local leaders in extension methods.

(4) Provide ample credit and reward to extension workers already in the field to encourage them to take advanced work in extension methods.

(5) Maintain a systematic procedure of apprenticeship for new extension workers under the direction of the most competent trained workers already in the extension service with special reference to extension methods.

(6) Apply the fundamental principles of teaching and salesmanship in the planning and carrying out of all projects and programs.

(a) Standardize and increase the effectiveness of method and result demonstrations by more clearly defining and interpreting these terms.

It was agreed that a result demonstration must furnish proof of the superiority of the practice demonstrated over the common practice and that a method demonstration is where people learn to do by doing.

(b) Encourage the better use of result demonstrations by conducting more meetings where the results are brought to the attention of the people.

(c) Supplement publicity by the effective use of project exhibits.

(d) Assist field workers in the preparation and use of literature, exhibits, and illustrative material.

(e) Campaign methods should only be used after the ground work has been laid with demonstrations or other necessary local proof of the desirability of practice to be extended. Determine first whether a project is in the early demonstration stage, late demonstration stage, or campaign stage. The cooperation of the field agent, extension specialist, and district supervisor is essential in planning and conducting campaigns.

(f) Perfect and standardize a simple and effective method of measuring results and progress.

#### Recommendations Regarding County-Agent Supervision

Plan more definite and comprehensive supervision programs and calendars of work based upon analyses of supervision needs in the various counties.

Budget and make use of a maximum of time for definite constructive field supervision.

Demonstrate the most effective extension methods to agents in order to prove their superiority.

Develop and adopt a more comprehensive report form for supervisors in order to get a better classification and record of the distribution of time spent on major supervision activities.

Develop and use certain State standards to serve as goals and a further means for measuring progress.

Use more intensive supervision. County-agent supervision should include guidance of the thinking and activities of agents and such encouragement as will influence them to render the greatest amount of service to the largest number of people at minimum cost.



## Extension Methods

Muri McDonald, Iowa

The school people are conducting research in the methods of teaching. Commercial institutions are doing research work in methods of selling. Research in extension methods is no less imperative.

The field is practically uncharted and the need is undisputed. The cooperation of specialists, supervisors, and field agents is essential. The problems are evident, the work being done is as yet elementary and unstandardized.

Two elements most prominently mentioned in relation to extension methods are teaching and salesmanship. They are both somewhat complex. Where does each begin and end, and what principles should be added?

At present we have practically nothing upon which to base judgment as to the relative values of various extension means and methods. To what extent and under what conditions, or in what place should certain methods be used in preference to others? It is probable that extension workers are inclined to use too limited a number of the methods available for the best results in their work.

### Some of the problems in extension methods

- (1) How to provide suitable training in methods for extension workers.
- (2) Starting with a given set of conditions, what method of approach is most effective in determining the relative importance of what is to be done?
- (3) What is the most logical procedure in formulating projects and programs so as to meet the local problems and command the necessary support and cooperation from the general public?
- (4) How shall the fundamental principles involving extension methods be applied to specific problems and localities?
- (5) How can maximum results be obtained in the form of practices adopted in return for the time, energy, and money expended?

### A survey of the field in relation to extension methods

A questionnaire including five questions was sent to all States. The replies are summarized in the following statement.

- (1) What subjects or courses of study relative to extension methods are being offered at your college?

Replies were received from 43 States of which 10 reported regular courses of study in extension methods; two States reported summer short courses in extension methods. Twenty States reported none; two of these, however, reported that such courses had been offered previously but had been dropped.

The States reporting courses of study in extension methods are offering one to three-hour courses mostly for seniors and juniors.

In most of the States, the courses of study are conducted jointly between the vocational education divisions and the extension service.

The States generally emphasize the importance of further development along that line. They feel that there is a large opportunity for one or two institutions to specialize in this direction.

The courses of study listed include rural organizations, rural education, extension administration, the work of all types of county extension agents, home economics and other subject-matter extension, publicity, the working out of county program for student's home county, problems of extension teaching and advanced oral expression dealing with extension problems.



It is evident that in practically all colleges of agriculture and home economics, students interested in extension work and possessed of certain natural qualifications are encouraged to enroll in the regular courses of psychology, pedagogy, vocational education, teacher training, farm management, economics, rural sociology, public speaking and journalism, and to gain as much experience and training as possible, by participation in the various college activities.

Special courses are offered at some institutions during the summer school. At least two institutions report summer training of prospective agents in field work.

(2) By what methods is additional training in extension methods being given to extension workers regularly employed - specialists, field agents - and of what does this training consist?

Forty-three States replied. Additional training by means of general supervision is common in practically all States. This includes personal instruction by older and more experienced men in the work, surveys and studies, scoring, special assistance to new agents, demonstrations in method, and the like. The county-agent supervisors do this work in most of the States, but in a few the subject-matter specialists are held responsible for methods as well as subject-matter assistance. The practice of having new agents spend some time in the central office getting acquainted and receiving instruction is common.

One State made the frank assertion that the additional training of extension workers employed regularly was regarded as highly important but that it was carried out in a rather opportunist manner. Other States no doubt feel about the same concerning this.

Conferences were mentioned as universally as general supervision.

District conferences for field agents are a common practice. In a few States these are conducted regularly each month with small groups of agents. The conferences are scheduled a year ahead and the programs are systematically arranged. Progressive lectures in extension methods are given by supervisors and specialists. Ample opportunity is given for free discussion in the groups. Reading courses are assigned and a regularly prescribed course of educational methods is taken up. This course includes a thorough discussion of problems which the agents encounter in their work.

Regular meetings of extension specialists are reported generally. One State reports a specialists' luncheon and conference the first Saturday each month.

Another State reports monthly office conferences lasting the entire day and including all of the extension staff. Programs for these conferences provide systematically for lectures, demonstrations, and discussions in extension methods.

A few States encourage specialists and field agents to attend interstate conferences. In a number of States certain conferences are designated as short courses and continue from two days to six weeks. Subject matter is taken up in addition to extension methods. These short courses may be held for specialists or agents separately or in combined groups.

The apprentice plan for the training of new men for county-agent work is growing in favor. One State reports 38 men placed as assistant county agents and this State reports also a very small annual turnover in agents. The main obstacle in the way of developing this plan more rapidly is the problem of finances. The assistant agents are required to serve from 3 to 12 months or more. It is the aim in placing an assistant to put him with some successful agent and usually to assign to him some specific duties for which he is personally responsible. The best results seem to come where the salary of the assistant is paid entirely from State and Federal funds and he is under the close supervision of the State office.



Reading courses for extension workers are being developed in a few States.

Specialists in one State are encouraged to enroll in summer school taking their month's vacation and two weeks leave. In this same State specialists are permitted to carry a course of study not to exceed three credits per week through one quarter of the college year.

One State gives agents who have been in the work five years or more a leave of absence of one month on pay for study or for visiting other States.

Two States indicate a special arrangement whereby six weeks' courses are provided for specialists, and one of these gives credit for this work on advance study for a master's degree.

Professional degrees are awarded in one State to field agents making notable record in some outstanding project by requiring a thesis and attendance at commencement to receive their diplomas.

One State is working on a plan whereby county agents may receive regular college credit toward an advanced degree for special work done in the field. The amount of credit will be limited and the work for which credit is to be given must be under the direction of some related department in the college.

An effort is made in one State to give extension specialists at least one trip outside of the State each year to study their special lines in whatever way thought best. Another State has a similar provision for field agents.

One of the most encouraging trends in the giving of additional training to extension workers already employed is the provision for advanced or special work by granting leave of absence or sabbatical leave. One State grants extension workers who meet certain requirements six months' sabbatical leave on full pay. Individuals taking advantage of such leave frequently elect to take nine months -- the last three months without pay. Some States encourage as many extension workers as possible to pursue graduate work. One State permits specialists and agents to take leave of absence six weeks to a year to continue their studies for advanced degrees in other institutions with full salary for short time period and part salary for a longer period.

The board of trustees of Rutgers University adopted the following plan for professional improvement of members of the extension service staff.

- (1) After two years of satisfactory service and upon recommendation of the extension director, leave may be granted on full pay for a six weeks' period, annual leave for that year included, for intensive study at some college, plans for such study to be approved by the Director of Extension and by the Dean of the Agricultural College.

- (2) After four years of satisfactory service and upon recommendation of the extension director, leave may be granted on one-half pay for a four months' period. It is understood also that the person taking such leave shall continue in service with the institution for at least one year without necessarily receiving an increase in salary.

- (3) After three years more of satisfactory service leave may be granted on one-half pay for another four months' period.

- (4) Should the person desiring leave prefer to continue in service for seven years, and at the end of that time take a four months leave with full salary, rather than to take two full four-months periods on one-half pay, this privilege may be granted, the other conditions remaining the same.



## Use of Salesmanship Principles in Extension Work

G. W. Salisbury, Kansas

The six points of salesmanship are attention, interest, desire, decision, action, and satisfaction. We get attention by using good methods of advertising meetings, good leads and opening paragraphs for news articles, and the use of demonstration material at meetings. The county agent must first gain the confidence of the people of his county. After this confidence is gained, nothing must be done to cause the people to lose faith in the agent. The agent must be careful in making recommendations so that they will be both practical and easily understood.

We should not be satisfied with having a farmer come up following a meeting and say: "That was a fine meeting." It must go beyond being interesting. We should make him realize that the meeting was worth very little unless he will carry out the practices recommended. Close the sale by getting the farmer to decide and definitely agree to try out the practice.

After bringing out the advantages so well that the people will desire to try the improved practice, the county agent should make it easy for the people to do the thing that is being recommended at the demonstration, as that is a large factor in getting the practice adopted. At a number of our poultry parasite dipping demonstrations a check-up was made on the number of farmers who actually dipped their own flock following the meetings. At another series of meetings the same demonstration was put on, but after it was given the county agent explained that for their convenience he had brought out from the drug store a number of boxes of sodium fluoride for those who wished to go home and dip their own flocks that day or the following morning without making a special trip to town to get it.

More emphasis needs to be placed on the people following instructions to the letter. If we demonstrate to a man how to treat seed potatoes with corrosive sublimate, we want him to understand the method fully and be ready to do it for himself. To have him satisfied at the end of the year he must have followed the instructions in order to have the full benefit from using the improved method.

## What Literature Should the County-Agent Supervisors Prepare or Assist Agents in Preparing

H. L. Eichling, Iowa

Relatively few publications on extension methods have been prepared by county agent supervisors and made available for extension agents in printed form. Many helpful suggestions, however, have been furnished to agents in mimeographed form. Blue prints and specifications for bulletin racks and displays of model office equipment have also been prepared by supervisors for use at annual and district conferences.

Assistance to agents in newspaper publicity has been handled through news writing conferences; news criticism at the Central State office; and individual help in preparing outstanding stories for the news service of the State.



In Missouri, five regional conferences have been held each year, over a two-year period, with the agricultural editor in charge. This year it is planned to hold some of these conferences at the time of the district press association meetings where one-half of the time will be used by agents in presenting the extension service idea and the other half by the editors in telling how to prepare news.

The distribution of monthly printed periodicals from the county agent's office has suffered a rapid decline until only 24 percent of the counties in the 13 Central States are now issuing such publications. The local press is considered more satisfactory because it is free; it creates a more favorable public sentiment; its news is more timely; it reaches a greater number of people.

Printed newspaper dodgers are sometimes used in the place of mimeographed letters. Less than 3 percent of the counties print their annual report for county distribution. Others use what they think is more effective, a 4-page leaflet or a card summarizing the outstanding items of the year's work. Eight or nine Central States have put out reference handbooks for agents.

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Mr. Eichling's talk related primarily to a large display of material which he had assembled and arranged. This material had been obtained from the different States and grouped on wall space, under the following classes of material.

- Copies of extension publications.
- Daily report forms and record slips used by agents.
- Monthly report forms and work sheets,
- Daily record books and cooperators record books.
- Annual report forms, supplements, covers, and the like.
- The best annual report of a county agent from each State.
- County extension budget and financial report forms.
- Account books and agents expense account form and vouchers.
- County programs of work.
- County agent laws.
- Books of instructions to agents.
- Book of forms for making up circular letters on the mimeograph.
- County agent handbooks.
- Field study and survey blanks.
- Charts, photographs, posters, and circulars.

#### Assistance to Agents in Preparing Extension Exhibits

C. C. Hearne, Missouri

Exhibits are planned with agents more and more for their educational value in "putting across" projects.

This is illustrated by three adjoining counties in Missouri which have a tri-county fair association. This association had been offering \$300 to the three county extension organizations to put on an exhibit of farm products. Each agent had the job of collecting and arranging material for his county.



Last year, representatives of the fair board and the three agents were called together in a conference by the district supervisor of county agents, to discuss the improvement of the exhibits. A proposition was made to the fair board that it allow each county \$100 for putting on a project exhibit featuring a major project.

Five exhibits were staged as a unit including poultry, cotton, millinery, legumes, and land reclamation. The general booth idea for each was worked out in a conference of the agents and supervisor.

The success of the idea is best shown by quoting a member of the fair board who had been skeptical of the drawing power of such an exhibit. After giving project exhibits a trial, he said: "That is the kind of exhibit we want. They are good and worth double the price."

A merchant and farmer, in speaking of one of the exhibits, said: "It is not only interesting, but it is of some value. When a man sees this he has learned something and I believe he will remember what he has seen much longer and be much more likely to come back next year than if you had this space filled with big pumpkins and tall stalks of corn as has been the case in the past."

The attitude of the agents is expressed by one who said: "I feel that these exhibits will result in more changed practices than all the meetings held in the county during the past year."

#### What Supervisors Can Do to Make Demonstrations More Effective

##### Result Demonstrations. - Frank Blecha, Kansas

A demonstration is an example designed to show the practical application of an established fact carried on by a farmer, farm woman, boy or girl, under the extension service, involving a substantial period of time and the necessary records of results and comparison. A result demonstration must also furnish proof of the desirability of the practice demonstrated. The above definition has been given because the answers to the questionnaire showed that there was some confusion as to just what a result demonstration is.

If a farmer attends a seed-corn selection demonstration and the county agent gets him to plant 10 rows of smooth type and 10 rows of rough type side by side to prove the superiority of rough type, and he is following implicitly instructions of the county agent as to conducting this comparison, he is carrying on a result demonstration.

If a meeting is called at a farm home for the purpose of showing method of gassing rats and after the method is thoroughly explained the rats are gassed and the results are immediately shown, it can not be called a result demonstration. It corresponds to all the requirements of a result demonstration except that it does not involve a substantial period of time. Involving a substantial period of time is an indefinite statement, therefore, it must be fixed arbitrarily at more than one day.

The objective is to teach a farmer an established fact and to so teach it to him that he will translate that he has learned into action on his own farm. The factors that influence success depend upon the principles involved in teaching. To give intelligent supervision it is necessary that a few of the principles of teaching be discussed at this time.



People learn things first by the sense of movement, second by the sense of sight, third by the sense of hearing, fourth by the sense of taste, and fifth by the sense of smell. Psychologists tell us that by far the most important sense of learning is that of sight. In fact, Pillsbury, in his "Essentials of Psychology," makes this statement in regard to the sense of sight: "We trust vision above the other senses in perception and most people think in images. When we recall an object we remember how it looks rather than any other of its sensory qualities."

People learn and translate into action what they see more readily than what they hear, feel, taste, or smell. The demonstration should be on an influential man's farm and be based upon a fundamental need of the community.

A district supervisor can never afford to have a county agent let the result demonstration in a crops project be planted in a shoddy manner. He must see that the county agent's personal supervision is given to the demonstration areas when they are started.

For instance, the county agent is demonstrating that alfalf can be grown by application of lime to soil. There should be a sharp line of demarcation between the area where lime is applied and where it is not. In other words, the full effect upon the sense of vision must be made possible to the people who attend the demonstration so that they will be impressed with the fact that lime counteracts soil acidity.

The district supervisor can encourage the use of demonstration signs.

There are certain times for the holding of result-demonstration meetings, which are most opportune. If a variety test of corn is planted and the meeting is called while the corn is still on the stalk, it is doubtful whether very much good will result from the meeting. The full force of the demonstration can not be made apparent to the people who attend. If, on the other hand, the corn is allowed to ripen, the demonstrators shuck and weigh the corn, put it in piles opposite the row or area from which it was taken, and print the yield on a cardboard on each pile of corn, the full effect of the result demonstration can be made apparent. The demonstration can be further reenforced by the testimony of the farmer who conducted it.

It is suggested that supervisors use the following system for keeping themselves fully informed regarding distribution and progress of demonstrations and other county-agent work.

A rough sketch is made of each county having an agent, showing communities. As the reports of the county agents come in to the central office, this map is stamped with symbols used to represent various demonstrations. Of course, the exact spot of the demonstration can not be shown in the report, but the approximate place can be located. This map will show the communities which are being missed and the amount of demonstration work being carried on in the promotion of the various projects.

To check up on the quality of the demonstration work, a visit will have to be made to the county. The map will tell where the demonstrations are and the district agent can suggest those he wishes to visit.

Summarizing the points emphasized, the committee wishes to recommend the following in regard to making a result demonstration more effective,

(1) Personal supervision must be given to each demonstrator by the county agent.

(2) Slipshod methods in the putting out of these plots should not be allowed.

(3) The district supervisor should insist that the result demonstration meeting be held at a time when the results will be most apparent.

(4) Proper publicity regarding the demonstration should be put out from time to time.



### Method demonstrations. - H.G. Gould, Nebraska

There appears to be a very definite need in the individual counties and among the States for the establishment of a definite standard as to what constitutes a method demonstration.

A method demonstration is a meeting at which people are taught how to do a given thing by doing it as they are to do it on their own farms or in their own homes. If a method demonstration is to be most successful the people must learn by actual experience at the meeting. A method demonstration in poultry-house building requires the actual building of the house in the demonstration. It can be most successfully given when the people attending the demonstration assist in the planning and building of the house. Using a knockdown poultry house at a meeting is only an illustrated talk. In order to give a successful poultry-culling demonstration, it is not only necessary for the person demonstrating to show the audience how to cull by handling the bird, but those in attendance must handle enough birds to become familiar with the various conditions to be found in their own flocks. A successful method demonstration consists not only in instructing those in attendance how a thing is done, but consists of actually teaching them how to do it themselves.

The supervisor should be familiar with the plans of work of the specialists and should be in a position to advise with the specialists in the development of these plans as well as in the correlation of county programs, with these plans. The supervisor can thus be able to thoroughly acquaint the agents with the most approved methods of putting on method demonstrations, thus establishing a uniformity in these methods.

### R. R. Thomasson, Missouri:

In Missouri a number of the project plans call for only two to four demonstrations to the county. The usual attendance at demonstration meetings varies from 25 to 75 people, leaving 95 per cent of the farmers ignorant of the results unless some follow-up work is done.

We feel that the follow-up work is as important as the demonstration meeting. An outline of some suggested ways of getting results of demonstrations to the other 95 per cent of the farmers is as follows:

#### (1) Exhibits.

(a) At community meetings, fairs, bank and store windows.

This will necessitate getting records of weights, yields, and so forth. Results may be shown in the form of small bales of hay, baskets of eggs, bundles of hay or grain, supplemented with photographs and charts.

(2) Illustrated circular letters showing in a graphic form the results of demonstrations.

(3) Feature stories in local press playing up the human-interest element.

(4) Sets of lantern slides to be used at general meetings.

(5) Acquainting bankers and dealers with the facts and figures so that they may talk it over with customers.

### How and When Should Agricultural Campaigns Be Used to Further Projects

#### Discussion by C.V. Ballard, Michigan

The term "campaign" was not defined which possibly led to some confusion. Most of the States reporting, however, had evidently used the term in connection



with some of their extension projects. In a special circular on the subject, Clark of Wisconsin employs the dictionary definition of a campaign, "A connected series of operations forming a distinct stage."

Your committee has assumed that each person replying to the questionnaire had in mind one of those prearranged "epidemics of enthusiasm."

There is, of course, no common understanding as to how intensive or extensive the activities in connection with a project must be to properly classify as a campaign.

The questionnaires sent to 13 States showed that 11 out of 12 States used the campaign method in some form. Following are the questions asked on the subject, together with the replies from the several States:

(1) Has the campaign method been used in your State to further agricultural projects?

Eleven States replied yes, or to some extent, whereas one replied no.

(2) If so, with what project or projects?

Campaign methods have been employed with a wide variety of projects as indicated below. Among those listed most frequently were lime, legumes, dairy, poultry culling, purebred sires, tuberculosis testing, smut control, corn-disease control, hog-lot sanitation, land clearing, Hessian fly control, chinch bug and rodent control.

(3) So you consider the campaign a successful means of getting project work done?

Although 11 of the 12 replies considered the campaign a successful means of getting project work done, 8 of them qualified their statements as follows or with similar expressions:

When used with discretion, yes.

Believe there is a certain stage in the project where the campaign method can be used.

If properly handled and limited as to time and method of prosecution, it may be successful method.

Yes, if used in proper combination with other extension devices.

Yes, when properly employed as to project selected and time.

(4) Under what circumstances do you employ the campaign method?

Campaign methods are employed in the various States under the following circumstances:

To create widespread interest as an opening wedge. To direct widespread interest in a demonstrated practice. Missouri.

When the project is of major importance and is particularly timely and confines itself to that type of promotion. Illinois.

When a serious situation arises such as with seed corn or Hessian fly, and we want to put over a project in a big way in a short time. Iowa.

A campaign is organized when an improved practice has been shown to be applicable to a district of a considerable size by an adequate number of demonstrations. Kansas.

(a) When practice to be promoted has been thoroughly demonstrated.

(b) When project is economically sound.

(c) When there is prospective interest enough in the project to insure success. Michigan.

(5) What organizations have taken an active part in helping you with agricultural campaigns?

A great number and a great variety of organizations are taking an active interest in promoting agricultural extension work under the campaign method. Among those mentioned are the following:



All local and state-wide organizations of farmers and business men.  
County farm bureaus.  
Chambers of commerce.  
Community organization.  
Banks and business men's clubs.  
Breed associations, rural and metropolitan press, State bankers' associations.  
Livestock sanitary board.  
Railroads.  
Agricultural associations, civic club fair associations.  
Granges.

(6) What do these organizations do?

Among the suggestions regarding what organizations may do to assist in promoting campaigns as found in the replies to this question are the following: Help to give publicity; offer prizes; furnish banquets for leaders and conference groups; and supply auto transportation. Missouri.

Provide field men, raise money for publicity purposes, advance moral and financial support. Minnesota.

Cooperate in all sorts of ways, sometimes by holding public meetings, sometimes by running trains, offering prizes, and the like. Illinois.

Supply methods of transportation, provide publicity, assist with finances, obtain cooperators, arrange for meetings, conduct tours, help with exhibits and furnish advertising. Kansas.

Indorse campaign with moral support. Give publicity. Arrange and stage meetings and banquets. Supply transportation, Michigan.

(7) What preliminary work do you do preparatory to your campaigns?

The work preliminary to a campaign is fundamental to its success. Some suggestions on the matter are set below:

Analyze the need, consider the particular stage of development of the subject under discussion, consider the objectives of the campaign method in the particular project and the chances for adopting more intensive methods later on. Minnesota.

Determine whether the practice or practices advocated are of sufficient value to warrant the use of campaign methods. The best way to do this is to conduct demonstrations throughout the entire territory to be covered before the campaign is launched. After the practices have been thoroughly demonstrated the cooperation of all agencies that can further the campaign is obtained. Kansas

The campaign is preceded by demonstration work and a good start in the adoption of practices, as a basis for the campaign. Missouri.

(8) Describe methods used in conducting your campaigns.

For the most part only brief sketches of methods used in the various States in conducting campaigns were returned to the committee.

The usual campaign methods employed were outlined by Mr. L.C. Williams in charge of agricultural extension specialists in Kansas, as follows:

(a) Slogans, window exhibits, news stories, fair exhibits, parades, posters, motion pictures, stickers, and method demonstrations are used to obtain attention.

(b) Interest in the campaign is promoted through lantern-slide lectures, result demonstrations, tours agricultural trains, truck tours, meetings, bulletins, circulars, surveys, essay contests, exhibits, and news items.

(c) Favorable action is insured by locating service and supply, establishing pools and associations, using advertisements, establishing project-leader groups, determining goals, and using information letters; also enrollment cards and reminder letters.



(9) How do you measure the success of your campaign?

The following are indications of or methods employed in measuring the success of campaigns:

Determine as nearly as possible the changes that have resulted in farming along the lines advocated in the campaign.

Ratio of acres of legumes to total cultivated area. Missouri.

Interest generated and the follow-up demands for adopting specific local forms of the project into the regular program. Sometimes difficult to differentiate between the campaign and follow-up on some projects. Minnesota.

Measured by alfalfa sown, checked through seed dealers. Indiana.

A survey will be taken of the number of bushels of seed located, bushels tested, meetings held, and any other tangible results. Iowa.

The success of the campaign will be measured by the number of people adopting the improved practices recommended and by the increased prosperity of the communities reached. Kansas.

The success of dairy-alfalfa campaigns in Michigan is measured by the actual increase of alfalfa acreage; the amount of marl mined; the number of cow-testing associations organized; and the number of purebred cattle placed. Evidence of the effectiveness of dairy-alfalfa campaigns in Michigan is indicated below. Sixty county campaigns have been held during the past five years. Michigan.

Alfalfa acreage cut for hay in Michigan:	Cow-testing associations:
1919 - 74,000	1905 - 1 association
1920 - 74,059	1911 - 3 "
1921 - no data campaigns started	1916 - 10 "
1922 - 193,458	1921 - 11 "
1923 - 338,000	1926 - 108 "
1924 - 448,000	
1925 - 494,000	

(10) List below any points not previously mentioned which you think the committee should know regarding proper methods of staging a campaign. Believe 12 took care of this.

Have committee look over bulls to be offered and investigate their registry, price and condition.

Time all publicity both from State standpoint and county publicity so as to make all phases most effective. Iowa.

The territory to be covered by the campaign must be definitely outlined and a careful study made of local conditions. Kansas.

(11) List below things to be avoided in connection with the employing of campaign methods in conducting project work.

(1) Do not employ campaign methods as a propaganda procedure.

(2) Do not overemphasize value of practice recommended.

(3) Sometimes campaigns are not based upon sound practices.

(4) Do not begin until demonstrations have proved the value and possibility of the practice.

(5) The follow-up too often ends with the so-called campaign. Ohio.

Avoid leaving a large crew of men idle during day. Kentucky.

Do not approve of spectacular advertising, particularly in the metropolitan press, nor is the evangelistic type of campaign desired, or very valuable in extension work. Avoid having the general public under the impression that the project is being developed as a campaign and emphasize permanency rather than temporary stimulus. Avoid extravagant statements and exaggeration in all publicity. Minnesota.

(a) Do not start a campaign unless the practices advocated are of sufficient value to warrant it.



(b) Do not fail to obtain the cooperation of all agencies that can further the work.

(c) Do not allow the interest to lag before the campaign is completed.  
Kansas.

#### Discussion by E. L. Luther of Wisconsin:

The agricultural campaign method should be employed when the time has come in the project to promote the adoption of a practice by a large proportion of the farmers in a given territory and when conditions favor its adoption. To illustrate the latter point, there could have been no more appropriate time for our state-wide alfalfa drive than the winter of 1923-24 after the severe drought of 1923 which seriously reduced the hay crop. Certainly no more appropriate time for county campaigns for the area test and the clean up of bovine tuberculosis could have been presented than after the recent Chicago milk ordinance was passed.

The preliminary preparation for the campaign or drive includes a more or less complete survey for which suitable assistants are enrolled and each assistant is supplied with appropriate equipment such as charts, demonstration, and illustrative material. The time, places, and manner of reaching the people should be carefully worked out. The people cooperating should be impressed with the system and the necessity of obtaining and recording results. Sources of prompt supply of materials for farmer-cooperators should be arranged for in advance.

As a rule the length of time required for preliminary work on a project before a campaign will depend upon the nature of the project. In Wisconsin our silo project required some 10 years of preliminary work and a dry summer or two before it was easy to get farmers to adopt the silo. Our lime-alfalfa project had a background of some 15 years and our bovine tuberculosis eradication project began in 1893.

In our effort to organize units to market eggs and poultry cooperatively, it has been found desirable to forego publicity and let organizers obtain contracts as this method does not give opportunity for opposition to set up a counter influence.

When the campaign or drive starts, it should be prosecuted with vigor by the whole force under the watchful supervision of the person whose project is to be furthered, and with an intensity suggested in the lines of Longfellow:

"What anvils rang, what hammers beat,

In what a forge and what a heat."

No slowing up should be permitted to dull the edge of the attack and allow the enthusiasm to cool down.

The measure of the success of a campaign will be determined by:

- (1) The number of farmers adopting the practice desired.
- (2) The extent to which the practice is used as indicated by acreage of new crop or amount of materials used.
- (3) The residual amount of education left with all the people, whether they adopt practices or not.
- (4) The prestige which accrues to the office after a successful campaign favors all other enterprises in a plan of work; and
- (5) The semblance of storage battery which the office becomes after the campaign. The reaction upon the county agent is splendid when the campaign is carefully worked out.



Persons using agricultural campaigns should use the recorded results of successes and failures as a chart for laying the foundations for future campaigns. A review of the reports of a campaign will also remind us of the things which should not be overlooked.

## PERSONNEL

Committee Recommendations - T. A. Coleman, Indiana, Chairman.  
John F. Nicholson, Missouri, Secretary.

Prospective agents, while undergraduates, should receive training in the following subjects:

Principles of education.	Journalism.
Educational psychology.	Economics.
Methods of teaching.	Salesmanship.
Sociology.	

Agents should serve a period of apprenticeship with older successful agents. Colleges and universities should provide more adequate courses of study for those desiring to fit themselves for county-agent work.

Agents must be college graduates and have had farm experience.

Agents should be selected by the extension service but their acceptance in the county should rest with a county committee.

Training of agents should not be left until after they get into the work.

Incoming agent should spend some time with the retiring agent.

Make the annual conferences more inspirational and give less subject matter.

At least three district conferences should be held each year. Use district conferences for subject matter, methods, programs, and relationships.

Monthly conferences for specialists, State supervisors, and department chairmen should be presided over by the director of extension.

The following subjects need careful attention and sound judgment on the part of the agents:

- (1) Cooperative marketing.
- (2) Expansion of production through farm credits.
- (3) Land settlement.
- (4) Buying of farm supplies.
- (5) Legislative issues.

A county agent should not be the representative for any sales organization.

The county agent should bear in mind that any questions of expediency which are inclined to arouse local antagonism are of doubtful permanent value from an educational standpoint.

## Recruiting, Hiring, Transferring, and Turnover of County Agents

W. H. Smith, Illinois

A summary of the data obtained from a questionnaire sent to 13 States shows that the turnover or changes in county agents during the five-year period ending January 1, 1926, in these States ranges from 13.19 per cent to 26.77 per cent of the total number employed.



The average of the 13 States by years shows the following percentages of turnover:

<u>1921</u>	<u>1922</u>	<u>1923</u>	<u>1924</u>	<u>1925</u>	<u>5 -year average</u>
23	20	27	20	20	22

It is interesting to note that not only the average of all States was the highest in 1923 but that practically every State had the largest number of changes that year.

During the same five-year period the total number of agents who changed positions was 896. The number who discontinued the work was 668. The difference between these two figures is 228 and represents the agents who were reemployed and continued the work in other counties.

All the States look with favor upon changes from one county to another if conditions justify, considering the welfare of the men and counties involved. Most of the States require that an agent remain in a county a certain length of time before a transfer is made. This period varies in the different States from one to three years. In Illinois, before an agent is permitted to go into another county he must bring his credentials up to date and be reapproved before his name is presented to another county for consideration. This plan serves to cull out certain individuals whose work indicates that they do not measure up to the requirements of the job.

The plan of approving candidates for county-agent work varies considerably among the different States. The most common practice is for the supervisors and director of extension to approve all candidates. In two States from which information is obtained, committees for approval of candidates are selected. In one State the committee is composed of the head of five agricultural departments of the college and the dean of extension. In Illinois all the candidates are approved or reapproved by a committee of three, consisting of the assistant dean of the College of Agriculture and the heads of the departments of animal husbandry and agronomy. No extension representative serves on this committee, although the State leader obtains the information on candidates requested by the committee. This committee carries on a very thorough investigation of each candidate through correspondence and personal interview with the man himself and the people for whom he is working, in addition to looking up his scholastic record and training. In Illinois the technical requirements of all candidates are that they must have completed a four-year agricultural college course, must have had farm experience, preferably having been brought up on a farm, and have had five years of experience in some line pertaining to agricultural work after graduation.

As to contracts with agents, there seems to be no standard practice. In three States the agents receive the same kind of appointments as members of the resident staff. In three States no contracts are used and in five States there is a joint contract with the extension service and the local cooperating parties - a sort of a cross between a memorandum of understanding and a contract. In Illinois the county agent signs a contract with the farm bureau in triplicate, one for the farm bureau, one for himself, and one for the extension service office. Of course a memorandum of understanding is drawn up between the extension service and the farm bureau but no contract is made between the county agent and the extension service.

As to the matter of recruiting of county agents, I was forced to limit my study to Illinois. We have in our State 95 organized counties with 94 county agents. One agent covers two small counties.

Sixteen counties also have assistant agents. All counties have had agents from the time they were organized. In all, 164 individuals have been employed. I have listed them in seven groups.



Vocation of Candidates When Employed  
Comparison 1912 to 1923 and 1923 to 1926

Item	Farming	College staff	Teachers	Other Agricultural Work
	12-23:23-26	12-23:23-26	12-23:23-26	1912-23:1923-26
Number	43:7	30:4	18:2	8:0
Per cent	32.82:21.21	22.90:12.12	13.74:6.06	6.11:0

Item	Assistant agents	County agents	Business	Total
	12-23:23-26	12-23:23-26	12-23:23-26	1912-23:1923-26
Number	10:11	20:9	2:0	131:33
Per cent	7.63:33.33	15.27:27.27	1.53:0	100:100

From these data it appears we are having a change in the source of supply of our county agents in Illinois. The number of men who are coming directly from farms and college staffs and other teaching positions is decreasing whereas the number from other county-agent positions is increasing.

These changes in the source of supply of agents are not surprising, since in the early period of the work the farm and college and experiment station staffs were about the only places where trained men could be found. The larger salaries offered were also a big inducement to take up the work. In late years we have had enough men with experience to provide a new supply.

The teachers of vocational agriculture represent a group which in my judgment will provide a desirable source of supply for county agents in the future. These men are interested in agricultural organization work, are in a position to get some experience in the promotion of extension projects, are well trained along agricultural lines, and understand teaching methods which will assist them in carrying out an extension program.

The question of the permanency of county-agent work is often asked. Although I do not have sufficient information to answer the question, I have gathered a few facts showing the experience we have had in Illinois, with the hope that the information might throw some encouraging light on the subject. As stated before, we have had a total of 164 men engaged in farm advisory work since the work began 14 years ago. A total of 70 of these men, or 42 per cent, have discontinued the work. A total of 17, or 10 per cent have transferred from one county to another, and one man is working in his third county.

Average Tenure of 164 Illinois County Agents  
1912 to 1926

Years	0	1	2	3	4	5	6	7	8	9	10
Number of advisers	2	9	26	31	24	16	24	11	14	3	2

Years	11	12	13	14
Number of advisers	0	1	0	1



Taking the entire group of 164 agents who have been employed in Illinois up to January 1, 1926, I find they have worked an average of 4.47 years.

There are 25 county agents who have held their positions since their counties were first organized. These have served in this capacity an average of 6.72 years.

To get a further idea of the tenure of the position of county agent, I have prepared a table of the years served by those who have discontinued the work.

Tenure of County Agents Who Have Discontinued The Work

Years	:	14	:	1	:	2	:	3	:	4	:	5	:	6	:	7	:	8	:	9	:	10
Number advisers	:	70	:	1	:	10	:	21	:	14	:	4	:	9	:	2	:	6	:	2	:	1

Average tenure for 70 men who discontinued work in last 14 years is 4.34 years.

According to this summary we have had an average of 5 men a year or a total of 70 men who have discontinued the work in the 14 years of extension in Illinois.

In conclusion I feel that the permanency of county-agent work and the tenure of agent positions will depend largely upon the kind of agents employed. We should make certain a man has the training, experience, and other qualifications before he begins work in the extension service rather than to depend upon our ability to improve him after he begins the work.

Qualities Determining the Selection of Agents, and  
Procedure in Hiring, Starting, and Checking Out Agents  
Frank J. Brown, Minnesota

A study made recently by Director Ramsower of Ohio on determining factors in leadership gives a complete survey of the qualities desirable in a county agent. Material in this paper will be limited to the requirements specified by States.

Questionnaires returned by 11 States gave information which follows:

Qualifications Specified by States

	YES	NO	DESIRED
I. Technical Training:			
Agricultural college graduate -----	10		1
Special course -----	1		
General course -----	9		
Preference given graduates of own or neighboring college	7	4	
II. Farm experience			
Farm reared -----	8		3
Precollege farm experience -----	4		6
Postcollege farm experience -----	1	4	6
III. Other experience			
Business -----		5	6
Agricultural teaching or extension -----		2	9
IV. Maximum and minimum age	7	4	

The average maximum age preferred was 44 years. The minimum was 22 years.

The method of hiring an agent varies little in the 11 States answering the questionnaire. Candidates are selected for consideration in every instance by the college or university. In two instances, Illinois and Indiana, the candidates must be approved by a college committee created for that purpose. In two States the board of trustees give their approval, and the extension division in the remainder.



The final selection of the county agent is made in all cases by a county committee of some kind. The electing agency in five States - Iowa, Illinois, Nebraska, Ohio, and South Dakota - is the board of directors or executive committee of the county farm bureau; in Michigan the extension organization, usually the county farm bureau; in Minnesota a committee of 10 composed of the county farm bureau executive committee, the county auditor, and two county commissioners; and in three States - Kentucky, Missouri, and Wisconsin - the county appropriating body.

The candidates selected are presented to the county body which is responsible for hiring. Only one candidate is presented in three States - Indiana, Nebraska, and Michigan. In six others, one or more candidates are interviewed. Kentucky presents two or three.

Election by the county agency is final where the procedure outlined above is followed. Appointment by the college or university follows.

Reports are required of county agents in all States to the date of resignation. Three states that a complete list of cooperators must be on file, one State makes a complete check on finances, in another the retiring county agent must spend some time with the incoming agent. County-agent supervisors usually check the agent in and out. Regular forms for checking out agents are used in Michigan and Missouri.

Six States require that a new agent visit the central office for the purpose of meeting supervisors, specialists, and members of departments of the college. In each of the 11 States the supervisor spends some time with the new agent to familiarize him with reports, projects, and the like, and to meet county committeemen. Kentucky has a new agent serve as assistant to some successful agent for a month before beginning work as county agent.

#### Purpose, Planning, and Conducting Conferences John F. Nicholson, Missouri

This statement which is based upon a questionnaire covers five kinds of extension conferences, each of which will be reported upon separately.

The annual conference attended by the entire extension staff is held by all the 12 States reporting. The time of this conference varies from October to February. Most of the States hold it in October, December is a favorite month for Minnesota, Missouri, and South Dakota; Illinois and Michigan hold theirs in February, and Indiana in January. Michigan and Indiana held theirs at the time of the farmers' week. Michigan intends to change, however, next year, not desiring the plan of meeting at the same time.

The programs of these conferences seem to be made largely by the central office. However, Michigan and Indiana call in a committee of county agents to help make the program. Other States ask the agents for suggestions on make-up of program.

Practically all the States call upon outside speakers. Many of them make use of county agents and all have one or more people from the Extension Service at Washington.

The purposes of the conferences were a little difficult to determine, but the following conclusions were drawn from a careful and repeated study of the replies.

Only one State seems to utilize the annual conference for the building of a general State program of work. The central purpose of the conference in that State seems to be the teaching of subject matter, with another aiming to do the same in alternate years. The odd years are to be devoted to the presentation of methods, reports, and publicity.

Five States endeavor to feature extension methods; three seem to have for their purpose the development of an inspiration for bigger and better service, and a larger vision of agriculture in general.



Ohio stands in a class alone in that she tries to get away from the daily routine of extension activities and features such subjects as psychology, methods of education, sociology, and salesmanship.

The length of these annual conferences seems to be from 3 to 5 days, with a tendency toward the shorter periods. Some of them can be shorter if Kentucky's example is followed. Director Bryant says: "We work hard, make the sessions snappy, and dismiss on time."

General Recommendations:

(1) Hold a 3 or 4 day conference in December, after the annual reports are in and the programs largely determined for the following year.

(2) Make the main purpose of the annual conference inspirational.

(3) Obtain as many speakers as possible who are capable of inspiring enthusiasm.

(4) Give ample time for the agents to become thoroughly acquainted with each other and the resident college staff.

(5) Feature the mass meetings with the entire extension staff present holding not more than two 2-hour sessions per day.

(6) The conference should not be made a part of a larger program, such as that of farmers' week.

(7) Pay all expenses of the agents to this conference from State and Federal funds.

Only three States reported that they held summer conferences of agents.

Illinois has a conference three days in June when they meet at the College of Agriculture to study the experiment station work.

Indiana has held two community and club leaders' training schools during a week in May, where the agents were in attendance. This was in the nature of a camp. Most of the time was devoted to lectures and demonstrations, but outside speakers were present and sufficient time was given for recreation.

Some years Ohio holds a conference in June at the experiment station at Wooster to study the experimental work and get the latest information on subject matter.

Each of the 12 States reported some kind of district conference. A majority bring the agents together only once in groups of 10 to 15 counties each. The size of the group depends upon travel costs and accessibility.

Nebraska has two separate sets of district conferences; Indiana holds them monthly or bimonthly; Ohio from one a month in one group, to one in three months in another group.

The object of the district conferences seems to be varied, so far as the central purpose goes, but rather uniform in that practically all of them use the occasion to discuss subjects of timely interest, both of a subject matter and extension method nature.

Among the uses of district conferences are the following:

To permit subject-matter specialists to present special problems to the agents

To discuss the county agent's program; to make schedules or dates for specialists in working with the agents; to discuss extension methods; to present administrative matters at a round-table discussion; to discuss the county financing of extension work; to study special themes that may require several months for their completion; and to economize on time of supervisors.

Indiana and Ohio are the only States where the district conferences are largely presided over and the programs determined by the agents themselves. In all other cases they seem to be initiated at the central office



### Recommendations on District Conferences:

- (1) Hold some district conferences each year.
- (2) Determine size of the district by travel accessibility having preferably not more than 12 counties in a group.
- (3) District conferences should last one day.
- (4) Hold one conference for presenting new subject matter or projects to all agents in the district.
- (5) Hold one conference to discuss the long-time program of the district, inviting all allied interests such as chambers of commerce, vocational teachers of agriculture, project leaders, clubs, and bankers' associations.
- (6) Hold one conference in the form of a tour to observe good result demonstrations, or work in one or two counties.
- (7) Pay the expenses of agents attending these conferences from State and Federal funds.
- (8) The programs for these district conferences should be made and the conferences presided over by the State supervisors.

The specialists' conferences are much the same in each State. About once a month the director meets with the specialists and supervisors for the purpose of discussing policies, methods, and plans.

Illinois invites into these conferences the heads of the subject-matter departments.

At least three States, Iowa, Minnesota, and Missouri have an annual conference of specialists and State supervisors, lasting from 2 to 4 days, at which time teaching methods, projects, and programs are discussed and studied.

In Missouri the annual conference is generally held in May. At that conference the county programs for the following year are discussed and made ready to present to the counties in the fall for their revision or adoption. Uniform plans of work are made; at least they are made as uniform as the nature of the various subject-matter projects will permit. Long-time programs and goals are discussed and determined upon for each county.

### General Recommendations

- (1) Hold specialist conferences once a month.
- (2) Invite the department heads of the college.
- (3) Hold an annual conference of specialists and State supervisors, lasting three or four days to review the State and county programs of work, coordinate plans of work, and adjust long-time projects and goals.

### Relation of the Educational Work of County Agents to the Business of Farming

Frank W. Peck, Minnesota

The following statement is based upon the relation of the educational work of county agents to those problems which may be said to be concerned with the economic phases of the business side of farming and which have a close relationship to commercial activities and to farming as a commercialized industry.

There are many border-line problems with which a county agent must deal - not always of his own choice or inclination, but because of local circumstances and conditions. When they involve relations with commercial agencies there at once arise opportunities for criticism.

Every county agent in facing any problem requiring his assistance in an educational capacity is motivated largely by one of two forces. The ideal one, I would say, is that of sound judgment of right and necessary procedure, based on educational



service. This involves the ability to plan or to see through to the logical end of a problem or situation. The one more commonly used, however, as a motivating force by many agents is that of convenient expediency.

Too many angles of our educational work are ruled by expedient action; that is, action that will fit the moment, that will somehow pacify the disturbing elements for the time being. It is the method used in apparently meeting a pressing situation. This motive has in it the elements of political method and although it may be sometimes mistaken for diplomacy, the practice of allowing expediency to rule as a motivating force leads inevitably to more or less serious consequences if followed as a permanent practice.

There are times when expediency may well be used but the danger comes in failure to recognize the temporary nature of this method and in not always knowing when and how far to use it. This can well be illustrated by the so-called extension project of cooperative marketing of farm products or cooperative buying of farm supplies. In many instances extension projects have been built around practices in both of these subjects wholly for the sake of expediency in meeting a local situation without having the whole matter well planned out, thoroughly understood, and the end as plainly in view as the start.

The following examples are mentioned as illustrating types of economic farm-business subjects that can be treated almost wholly from an educational service standpoint without serious consequences of bordering on the danger line of expediency.

(1) Farm prices, their history and trends with the farm enterprise outlook, is thoroughly understood and conservatively handled.

(2) Cost of production.

(3) Farm accounting.

(4) Farm organization.

(5) Farm-leasing methods.

The following, however, are examples of those having elements which need careful consideration:

(1) Cooperative marketing.

(2) Expansion of production through farm credits.

(3) Land settlement.

(4) Buying of farm supplies.

(5) Legislative measures.

(6) Miscellaneous discussions on such subjects as land values, political questions, matters pertaining to private farm organizations, and similar subjects or questions commonly at issue.

After considerable experience with cooperative marketing as a county-agent project in Minnesota, we are constrained to enumerate some of the things we think we have learned in this experience during the last few years:

(1) Men on firing line need definite reactions on marketing questions and not academic discussions.

(2) Expediency seems to be too much the motive - the reason and the alibi in this movement.

(3) Field service is a necessity and usually is lacking in the selling organization. A county agent can not be the field representative or "trouble shooter" for any sales organization.

(4) County agents and specialists are not usually natural-born managers and their training certainly does not prepare them for it.

(5) Local leadership weakness lies often in board of directors.

(6) Established trade contacts and practices are not easily broken down. Advertising is essential. Quick results are impossible.

(7) The manager of a cooperative needs to satisfy two groups and to live with dissatisfied individuals.



(8) Quality products at lower costs are the greatest aid to marketing - by extension agents.

(9) Sympathetic interest and sincere desire to see more efficiency in distribution is fundamental.

Cooperative buying in some places is one of those doubtful subjects or projects that needs to be carefully analyzed and developed with the very best judgment from the standpoint of educational service. In Minnesota we are inclined to consider this a project belonging distinctly to organized groups of farmers from the standpoint of their own business and not from the standpoint of extension educational service. There may be a temporary need for considering the distribution of certain kinds of seed, government war explosive, and demonstrational fertilizer material, as initial starts along extension lines, but their place should be recognized from the beginning and the line sharply drawn between the demonstrational purposes and the commercial phases of the operation. It is here that expediency sometimes rules and one needs to know all local conditions before condemning specific actions along any particular phase. We have found that questions inclined to arouse local antagonisms are of doubtful permanent value from an educational standpoint.

The oil business as developed in a few places in Minnesota is an example of a type of activity that may have some slight call upon the county agent from the standpoint of his furnishing available information as to sources of knowledge or experience in such business, but it ought to be a side issue and end absolutely with the furnishing of sources of information, with the agent having no relation whatever to the actual organizing of the enterprise or to its operation.

From an administrative standpoint it is doubtful if a negative attitude on these questions is good practice. A series of don'ts is much more difficult to devise, set into regulations and then to enforce than a series of positive suggestions leading to positive actions. If agents are busy on large constructive programs of work they will likely find it difficult and at least inconvenient to propose or promote questionable border-line projects.

We have found district conferences valuable in bringing the influence of the best agents to bear on illustrating the weaknesses and dangers of certain activities of other agents.

Time remedies many such situations but there are times when it pays well to set a policy firmly and adhere strictly to the letter and spirit of it.

It is doubtful if any set of rules governing the agent's relation to many of these questions on the border line can be devised. It does seem essential, however, that such problems be faced by agents and supervisors, and also by specialists in these subjects, with the knowledge of the difference between the promotion of a temporary plan and the development of a long-time program containing projects of a very close relationship to the business operations of the farm. Perhaps it is sufficient ordinarily just to recognize that there is a certain twilight zone between those subjects and forms of procedure which absolutely have no place in an agent's program and those which are without question applicable to his best educational efforts.

#### RECORDS, REPORTS, AND FIELD STUDIES

Committee Recommendations

F. E. Balmer, Minnesota, Chairman.  
A. L. Clapp, Kansas, Secretary.

Extension work will be measured by the genuineness and completeness of its records as representing the genuineness of the events recorded.

The annual report is an important instrument of direction and unification of the extension movement. It is believed that the form used for this report is appreciated generally by county extension workers, those who administer the work and those who profit thereby. As for the Central States, a similar declaration can be made as to monthly reports.



In the future of extension work, emphasis is needed on the contributing and supporting daily records which will grow naturally, systematically and correctly into a permanent record in which daily, monthly, project, annual, and other reports are but incidental.

A valuable part of a permanent record is believed to consist of a list of cooperators with brief notations on the extent of cooperation as a feature of the agent's annual report.

On account of the lack of common understanding of terms in relation to records among all extension employees, further study, preferably through a committee representing the States and department, is needed to clarify terms so employed.

It is deemed the duty of supervisors to school agents and office assistants each year in terminology through a well-formulated list of interpretations and explanations in relation to report questions.

Supervisors can promote a considerable improvement in annual reports by urging the agents to interpret all important statistical data in the annual narrative report.

The first step in arriving at methods of determining progress in extension work is to decide upon the factors which indicate progress. Among the factors mentioned most frequently by the 13 Central States are the following:

- (1) The number of different people adopting practices.
- (2) Number of functioning leaders developed.
- (3) Number of future farmers trained.
- (4) Creation and growth of favorable attitude of farmers and business men toward extension work.

It is apparent that supervisors can profitably study these factors and others as suggested methods of measuring progress.

Since supervisors are not in constant contact with those whose work they are directing, they can profitably use surveys, analyses of reports, and check up visits as methods of supplementing personal inspection in determining the efficiency of agents employed and methods used.

Studies should be continued of the influence of extension work in effecting the rate of adoption and spread of practices to reinforce or modify opinions now used by extension leaders. Extension work has reached a stage of development where a body of knowledge as to its actual progress and the relative efficiency of its methods should begin to replace opinions given in discussions of methods. Farm and home surveys of extension methods and results will provide information of much value in guiding the supervision of extension agents, as well as increasing interest in the efficiency of extension work.

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### Records, Reports, and Field Studies

F. E. Balmer, Minnesota

There are before us certain exhibits of report forms which may impress you as involved. Are the various record forms in use by county extension agents and their supervisors becoming overspecialized? Would it not be possible for the several States and the department acting together to simplify the various forms used so that the essential records may be made more easily?

County agents appreciate the value of records of results, and their records rank well with the records of other public employees who are engaged in comparable work. They are constantly pioneering, perfecting, and trying improved methods for keeping better records.



It should not be necessary to make any extended representations as to the need for records in extension work. That question seems to have been settled and accepted when the movement was initiated. Extension work will be measured by its records as representing the genuineness of the events recorded.

The county agent's annual report has been an instrument of direction and unification of the county extension movement. The annual report of county extension work has been a contributing factor in giving to the entire country a truer picture of extension work and its place in rural life in America than would have been possible without its common use throughout the country. In other words, this report has made possible the bringing together of the early history of the extension movement as a whole.

The full value of the agent's annual report is as yet far from fully realized because the system of supporting records has not been either fully perfected or properly applied. I once heard an agent remark that he would hesitate to produce his record book in the presence of the farmer and begin recording data on his cooperation with that farmer for fear of arousing prejudice. Our great mail-order houses sell goods to farmers and the clerk, not a half hour later, nor at the end of the day, week or month, but as he proceeds with each transaction, takes down the essential records needed for the business of that institution. The farmers served show no objection to this procedure.

The truest record can be made as the event occurs. If the essential records are so made, is it not possible that several major problems involved in reporting may be solved? (1) The contributing records of each day will grow naturally into the finished product - the monthly and annual records. (2) Inaccuracies, guessing, and misunderstanding will be eliminated. (3) Accurate county records will permit a corresponding improvement of administrative and supervisory records and studies. (4) When the time comes for the agent to make a report of progress, either monthly, annually, or otherwise, he will not be so hurried that he will not have time to deliberate and so acquire a perspective of his efforts. Will it not thus be possible for the agent to acquire vision, to renew his faith, and to strengthen his courage, which are some of the important qualities which Mr. Ramsower deems essential in the superior agent?

#### Methods Used by Supervisors for Improving Office Records and Reports

E. F. Graff, Iowa

The function of county agent reports can be divided into four main parts: First, to justify the expenditure of public money; second, to measure in part the skill and efficiency of various extension agents; third, to show the work accomplished and under way for the guidance and information of the agent and project leaders; and fourth, to provide supervisors and administrators with records of results and tendencies which may assist in guiding the movement and promoting its rational progress and permanent development.

One of the great needs is the clearing up of terminology and a uniform understanding of what is meant by the questions asked. This has been an especial weakness of the statistical reports and although it is impossible to construct questions that will be understood in the same way by everyone, it is believed that great improvement can be obtained through a well-thought-out series of definitions and interpretations and by giving assistance to agents in various ways in making their reports. A statistical report of educational



work of any sort is beset by more than ordinary difficulties, and when that educational work is performed in the field with individuals unaccustomed to keeping accurate data instead of at an institution in the hands of trained individuals, the task is even more difficult.

It is necessary that the supervisors in each State have a common understanding of the questions asked in reports in order to make State totals more accurate and comparable.

If county agents are to make accurate reports of various projects at the end of the year they must have some system of filing information concerning these projects where it will be readily available and in a form to be used. The use of project folders is common. A reference handbook containing report forms, directions for making reports, model reports, and the like, is being used in a number of the States. Account books, filing systems, budget and inventory statements, and financial report blanks are prepared, and an effort is made to have them used in all offices so that the system will be uniform. Questions and answers on reports, interpretations of questions in annual reports, leadership books, and so forth, are other types of material prepared for the use of agents.

Report studies are made comparing results reported by county agents with State averages and giving a rating of points in order to arrive at some total score which can be used for comparison. In Indiana reports are tabulated on the district basis and returned to county agents to show general results and to call attention to the importance of accurate reporting. In Kansas a study of reports is made to compare field work as to the number of contacts with farmers, per day and per mile traveled. A comparison study of progress in organized and unorganized counties as shown by county agricultural statistics has been made in the State. In Iowa salary checks are not sent to agents until their monthly reports are sent in, and the same system is used at the end of the year for the annual report. In Iowa checks for travel expense of specialists are not paid until monthly reports have been submitted. In Missouri, a monthly summary of the work in each county is prepared in the central office, the information being tabulated on a large sheet according to the statistical data sent in by the counties each week.

The problem is that of getting a general adoption of the best methods and forms suggested and a uniform understanding of how various forms should be used. Probably the most common means of accomplishing this is through the medium of office visits or surveys. In some States three surveys are made each year; in others, two, and in some, one. The spring survey usually consists in going over daily and monthly reports with the agents and making suggestions for improving them. At the same time any scores or studies of annual reports made in the central office for the previous year are explained to agents, and whatever lessons are shown by these scores and analyses are brought to their attention. The proper set-up of demonstrations and projects are gone into, not only for the purpose of facilitating the work on projects, making them more efficient, but also for the purpose of insuring accuracy in reporting results of work done in various demonstrations. The filing system is gone over and suggestions made for improving it. Later, if the office has not adopted the uniform filing system and wishes to do so, a return trip is made to assist with the installation of the system and to show how it can be used. One system that is very effective in getting new agents and new office assistants acquainted with the filing system is through the use of a "problem" in filing. This problem consists of a list of items dealing with correspondence, reports, and reference material. The county agent or new office assistant is requested to set down the proper key number under which the item suggested should be filed and return the problem to the district extension agent. The problem is then corrected and returned to the county for



future reference. Financial records and requirements of the State law are gone into an recommendations made.

One problem that the field agents are continually up against is that of intelligently reporting the amount of time spent on various projects. In many States an estimate of the amount of time spent on various projects is made on daily record sheets. This is generally done by dividing the day into 10 parts and assigning so much of each day to various projects worked on including both office and field work.

The semiannual survey or mid-year check up is used in a number of the States. At that time the monthly reports are usually summarized for the first six-months, the annual statistical report form is gone over and discussed, and any supplementary report blanks that will be used at the end of the year are given to the agents so they will know what information is desired. Supplementary reports include reports from leaders on various lines of club work. Time is spent at training meetings of girls' club leaders in explaining the report blanks and leaders are urged to make them as complete as possible so that the county agents can make complete reports of the work done at the end of the year based on what information they turn in to him. This has been very effective in Iowa in getting the proper kind of reports from club leaders. During this visit the expenses for the first six months are compared to the budget and necessary conclusions are arrived at and are included in the recommendations that the district extension agent makes for procedure along this line, as well as along the line of project work, records, and reports.

In some States a fall survey is made for the purpose of giving assistance to agents in the preparation of their annual reports. This usually consists of completing the 12 months statistical summary, which was started at the time of the semiannual survey, giving further interpretation of the various questions in the annual statistical report form, assistance in outlining the narrative report through the use of a model narrative report outline, and assistance in filling in some of the information asked for in the statistical report. A record of leadership, which is generally started in the fore part of the year, is completed at this time.

By carrying out such a program of office visits or surveys, it is possible to gain a uniform understanding of reports, accuracy in results reported, promptness, and a saving of time.

The practice of scoring annual reports is used in a number of the States. In a few of these prizes have been awarded for the best annual report. In Iowa, the narrative report has been scored for the past three years, the main idea being to point out to the agents the weak and strong points of their reports. This has resulted in better narrative reports. Except in a few cases this method of rating annual reports has been well received and has stimulated a number of the agents to better their score of the year previous. In addition to results, we in Iowa, have laid great emphasis in the narrative report on inserting such information as how the work was done, who helped, where the work was put on, goals, and finally recommendations for the next year. With these elements included in a narrative report you have a valuable piece of reference material for new agents to use and it has been very pleasing to note the extent to which even the agents who made the report use them throughout the year as reference material. Of course, it is necessary to have some statistical information for comparative purposes. The attitude of different supervisors is sometimes reflected in the type of reports that come from the agents. Too much effort can not be expended in seeing to it that reports are not only accurate but that they are complete throughout. In Kansas the use of county project maps has been a help in compiling the annual report.



The office assistant is an important cog in the extension service machinery. This is, especially, true from the standpoint of saving the agent's time, accuracy in his reports, in maintaining an efficient office, and in meeting the public in a way that inspires confidence. Realizing this fact some of the States are holding office management conferences to which office assistants, county agents, home demonstration agents and others interested are invited. Office management conferences have been held in Iowa each year since 1920. A one-day conference is usually held in each of the eight districts of the State. Filing systems, records and reports, financial records, and general office efficiency have been discussed. For the past two years representatives of office-equipment companies have attended the conferences and given instruction in the use of the mimeograph machine. Talks by district extension agents have been cut down to a minimum and the use of problems in filing, in making reports, and in financial records have been used in order to make the conferences as practical as possible. The interest shown in this connection has been very gratifying. The average total attendance for office assistants during the last three years has been 82. The average number of field agents in attendance was 29, and the average number of others who attended and were interested was 17. The other people referred to have mainly been officers and directors of farm bureaus, particularly farm-bureau treasurers and secretaries who were interested in the office system. The conferences have generally been held in October. Holding them at that time of the year gave a fine opportunity for instructing the office assistants about how to prepare for the annual report and to get ready for the fall survey trip to be made by the district supervisors. Besides increasing office and personal efficiency they have resulted in the office assistants understanding the general work of the extension service more completely and in giving them a vision and helping them to see that they are part of a big movement. The question of records and reports is not a popular one with many people, but no one fails to appreciate the value of good, accurate reports, and realizing this an effort is being made in all the States to improve them.

#### Methods of Measuring Progress in County-Agent Work

Don Fish, Iowa

We must first determine what we will consider manifestations of the particular brand of progress in which we are interested. Among the indications of progress due to county-agent work are changes in agricultural practices promoted by the agents, which have resulted in the adoption of more efficient production methods. The concrete evidence may appear in the use of better strains of seed, the introduction of new crops, an increased interest in improved livestock, better business methods on the farm; in short in the adoption of practices which result in an increase in the margin between cost of production and farm price. Progress is also indicated by the extent to which farmers get a more equitable part of the consumer's cost of living; the standardization and home grading of products; the organization of marketing associations on a sound basis, including the use of improved accounting and business methods recommended by the extension service; greater profits, and a just portion of these profits being used to increase home comforts and conveniences; an increased interest and appreciation of home-project work; 4-H club work reaching increasing numbers with more valuable and fundamental training; so as to make these young people a more valuable asset to their communities and to our citizenship.



The development of the community is another measure of progress. Have people learned to work together better? Are more people accepting leadership in the solution of their own and community problems? Is this leadership thinking more clearly and will it assert itself when need arises? Is there more interest in community enterprises, the schools, and the churches? Is there an increase in community consciousness?

My last reference is to the attitude of the farmer and his family toward the farm. Is there a larger appreciation of the farming job? In the face of the great exodus to industry, is any progress being made in convincing a sufficient number of the best farm people that there is still opportunity on the farm to live a life that has its full measure of usefulness, pleasure and reward, and that the farm family has opportunities equal to those in other callings.

The committee, in order to ascertain what the different States regard as indications of progress in county-agent work, requested that each State enumerate the several factors by which progress in a county might be measured.

The returns were summarized as follows:

South Dakota and Kansas collected census figures comparing counties having agents and those not having agents. This State also scored county-agent reports. Educational trips were awarded county agents making a good showing.

Minnesota has made charts comparing results on major projects for a seven-year period. In these charts, specific projects are listed on the left hand side. Across the top, the year is entered and a statement of results for the various years is entered in the proper column.

Missouri reports having asked county agents to obtain during 1926 the names and addresses of farmers in their counties who have obtained especially outstanding results such as the man who produced 30 bushels of wheat per acre, 80 bushels of corn, 200-pound hogs at six months of age, 175 eggs per hen for the whole flock, or 300 pounds of butterfat per cow in the herd.

Indiana reports the use of surveys in some counties to determine practices adopted at the end of the year.

Iowa has used the county-agent score card. Program charts have been made out for all the counties comparing the activities since each county was organized. Some of the agents have used charts showing the distribution of work.

North Dakota awarded educational trips to high scoring agents in 1923 and 1924. In awarding the trips, annual reports were scored; also methods of conducting and carrying out result demonstrations.

One assistant director commented further on this subject as follows:

"The question you raised is the weakest one in county-agent work. We have been so busy doing things that we have not taken time to check on ourselves and determine accurately whether we are making progress or not. It is very fundamental."

Elbert Hubbard must have known something of goals when he wrote the following verse:

We are all fools until we know  
That in the common plan  
Nothing is worth the making  
If it does not make the man.  
Why build these glorious temples  
If man unbuilded goes?  
We build the world in vain  
Unless the builder grows.



## How Field Studies May Be Used in Strengthening Supervision

W. W. Clark, Wisconsin

Agricultural extension work is essentially an information service.

The adoption of improved practices requiring new materials depends not only on good information service but on the availability of the materials needed. The right materials, in convenient places and amounts, at a convenient time and at what seems to the farmer a reasonable price must be provided. If any of these requirements are not met, the number of farmers adopting the recommended practice will fail to increase rapidly.

This situation has often been recognized and provided against by extension workers who have set up and sometimes personally operated services in materials.

The survey made last year in Wisconsin under Mr. Wilson's direction included a special study of the alfalfa project in three areas and supplementary information was gathered as to the development of services in materials. This has made it possible to draw some conclusions as to the effect of the relation between service in information and service in materials in obtaining the adoption of alfalfa growing in these sections.

It is evident that although extensive service in information was supplied at intervals during the last 12 years, not much progress was made in obtaining widespread adoption of the practice until the last three years. The new element in the situation at that time was the beginning of marl digging which supplied a cheap, convenient, local supply of lime. At the same time a bank started a complete service in ground limestone and other materials in part of the area where marl was not available.

In consequence, the last three years in which this area has had complete services in information and materials have seen the number of alfalfa growers increased from 38 to 152, or from 15 per cent to 63 per cent of all the farmers interviewed. During these three years 48 per cent of all the farmers in the area adopted alfalfa growing as a farm practice.

Did other factors affect the rate of adoption of the practice in recent years? Not that we can discover. Economic conditions, failure of clover, and other factors were present before the last three years. That marl was popular with farmers is indicated in this chart which shows more growers using marl in three years than used lime in 13 years.

Some extension men feel that it takes an indefinite period of waiting or incubation before information service will result in adoption of a practice. Another view is that proper methods and complete service can be depended on to obtain immediate and rather widespread adoption.

This latter opinion receives support in the Clark County area of the survey. Here no extension work was done on alfalfa until two years ago. At that time the use of the crop was advocated by extension workers, and complete service in seed, inoculation, and cheap lime waste was begun.

This chart shows prompt and general response to this effort in the number of new growers of alfalfa with 20 the first year and 32 the second year out of 243 farmers interviewed.

It is incumbent upon the extension agent or supervisor who plans a project to make sure the service in materials meets the same high standard of efficiency that he sets for his service in information; and further, he must be sure that the two services work in such close cooperation that they reenforce each other rather than become hampered by conflicting efforts and recommendations.



It is evident that extension plans for projects involving a service in materials offer excellent opportunities for obtaining and utilizing commercial cooperation. This will involve a factor in the community which has often been a source of embarrassment, if not opposition, in the past.

When commercial agencies - local dealers, agents, or other private interests - do not exist, or find it impossible to provide the kind or amount of materials needed at an introductory price the farmer will pay, extension workers may be able to make arrangements for such service outside the regular channels of trade in order to hasten progress in their own work.

## The Value of Surveys in Determining Supervision Policies and Methods

A. L. Clapp, Kansas

The value of surveys, both of actual field conditions and of reports, depends first of all upon whether or not the person making the survey removes from his mind all prejudices as to the outcome before he begins the work.

In the fall of 1924 we mailed questionnaires to 1,318 farm-bureau members in four counties. In reply to the question: "Why do you help support county-agent work in your county?" we find that 176 members gave educational work as their reason; 23 gave mercantile work, and 15 did not reply. In Bourbon County, where the farm bureau has organized a strong county-wide livestock shipping association, a farm bureau oil and gas distributing station, and has shipped in many carloads of feed, binder-twine and fertilizer, 32 supported the farm bureau for educational reasons and 18 for mercantile reasons.

Farmers often voice the opinion that personal extension work is of more value than an organized type of work, such as working with groups through meetings and demonstrations. In order to learn how general this feeling is, we asked: "Do you believe that a county agent can do the most good for the county as a whole by personal work, or work through groups and demonstrations?" Of the 214 replies, 32 were in favor of personal work, 103 groups work and demonstrations, and 51 recommended using both methods. This leads us to believe that most of the farmers themselves recognize the value of doing extension work by the group method.

It is one thing to tell the people of a county who are backing extension work that the type of work in the county must be changed if our cooperation with them is to continue, and another to bring them to realize that it is for the benefit of all. We had such a case in Kansas, and, in order to bring the leaders in this county to realize the value of a change, we made a comparative study of the work in this and surrounding counties, as shown by the monthly county-agent reports for the year 1924.

You will note that in making this study we have taken into consideration the number of farmers in the county and thus the percentage of possible contacts.

Contacts made in Five Kansas Counties by County Agents in 1924

	: County	: County	: County	: County	: County
	: 1	: 2	: 3	: 4	: 5
Contacts per farm	:	:	:	:	:
in the county....:	4.5	7.8	3.6	2	1
Field contacts on	:	:	:	:	:
projects.....:	5,224	3,637	952	1500	633
Contacts per day	:	:	:	:	:
on projects.....:	27	16	4.3	8	4
Project contact in	:	:	:	:	:
field per farmer.:	2	2.3	1	.5	.25



County number 5 which had used the personal service method more than any of the other four counties went to the bottom in every case in number of contacts per farmer, either total contacts or project contacts. At this time the status of the extension organization in this county was by far the poorest of any of the five counties.

After making this survey, I asked several people familiar with the extension work in these various counties to place them in the order of the excellency of the work being done. With the exception of the first two counties which were sometimes interchanged, they were always placed in the same order, as shown on the above table.

The above survey leads us to believe there is a correlation between the number of contacts the agent makes and the success of his work.

The Kansas State Board of Agriculture has complete agricultural statistics for Kansas, beginning with the year 1872. These statistics are made up from county assessors' reports and are the most reliable which we have on the progress of agriculture in the State. We decided when county-agent work had been going for 12 years that a comparison of county agricultural counties with counties not having county agents should give us some valuable information as to the progress of the work.

In making these comparisons we took as a basis statistics of counties before and after county-agent work was established. This was done to offset the variation in the productivity of the soil and other natural differences.

As an example of these statistics I wish to compare four counties which have county agents with the intervening two counties which do not. The county-agent counties before the agents were established (1911 to 1913) averaged 10.4 bushels of wheat per acre. After county-agent work was started and a wheat and grasshopper control program established in (1919 to 1921) they averaged a yield of 12.1 bushels, making a gain of 1.7 bushels per acre. The two counties which do not have a county agent averaged 11.2 bushels per acre from 1911 to 1913. In 1919 to 1921 they averaged 11 bushels, making a loss of .2 bushel or a net gain in county-agent counties over those not having county agents of 1.9 bushels.

When we consider the fact that many of these western Kansas counties grow more than 200,000 acres of wheat and many individual farmers have over 1,000 acres, we can better realize what a gain of 1.9 bushel per acre would mean to the county.

Information may be obtained on supervision problems by the use of questionnaires, a careful study of field workers' reports, and an analysis of agricultural statistics gathered by any reliable agency.

#### EXTENSION LAWS AND FINANCING THE WORK

Committee Recommendations - E. W. Hall, South Dakota, Chairman.  
G. W. Salisbury, Kansas, Secretary.

An agent should not be placed in a county unless there are adequate funds to provide at least part-time office help and sufficient funds for travel and office expenses.

In case the appropriation of an adequate amount is not mandatory, it is advisable to meet with commissioners individually before the budget is presented so that their attitude toward the work and budget may be learned.

When a delegation appears asking for the appropriations only a few influential interested men and women representing various lines of business in the county should be asked to assist.



In making contacts to create a proper attitude toward extension work use rural leader conferences.

Use publicity material written in newspaper style which will get across the message and at the same time conform with the editor's ideas of what is news. This involves timeliness of news and frequent use of names of local people.

A considerable responsibility for maintaining adequate local funds for county extension work regardless of source falls on the county agent. Work of poor quality will invariably endanger county support and stop other sources of funds.

It is imperative that the agent keep in close touch with his county commissioners seeking their advice on county-wide projects and policies and those relating to the commissioners own district.

For commissioners' meetings dealing with the extension appropriations, the county agent should provide the necessary data to show the year's activities and future needs.

The success of the county extension organization is of vital interest to the county agent. The actual participation by the agent in the solicitation of members, however, is unnecessary and undesirable, but he can help arrange for meetings of township committeemen to outline membership campaigns. Soliciting memberships would take too much time from project work, lower the morale of the agent, and lessen his respect for the work as a profession. He can also provide committee members with data on the year's accomplishments.

A successful project properly advertised with widespread of influence will aid materially in obtaining financial support but it is not advisable to adopt a project solely for the purpose of obtaining funds.

#### Obtaining Adequate County Funds for Extension Work

G. W. Salisbury, Kansas

Out of 13 replies, 7 States do not require a farm bureau as a county extension organization or as a supporting agency in financing extension work.

The source of funds in the States is as follows:

- (a) County appropriation - 13 States, average 50 per cent, varying from 75 per cent in Nebraska to 2 per cent in Illinois.
- (b) State and Federal funds - 13 States, average 36 per cent, varying from 58 per cent in Kentucky to 10 per cent in Iowa.
- (c) Membership dues - varies from 0 in 7 States to 68 per cent in Illinois.

The amount from Federal and State funds which goes to each county for each worker is as follows:

- (a) Agricultural agent - Average 13 States, \$1,542, varying from \$2,100 in Illinois to \$600 in Iowa.
- (b) Home Demonstration Agent - Average 9 States, \$1,361, varying from \$1,800 in Kentucky and Minnesota to \$600 in Iowa.
- (c) Club agent - Average 5 States, \$1,140, varying from \$1,600 in Ohio to \$600 in Iowa.

Five reply that there is no membership requirement by law in order that a county may employ an extension agent. Missouri and Kansas require a minimum of 250, Iowa 200, South Dakota 50, Indiana 20 petitioners, and Nebraska 100 to 600.



Only two States, Missouri and Kentucky have no further requirements of counties in order to receive State funds. North Dakota requires a majority vote. Some of the other States have requirements embodying the following points: (1) Suitable office equipment, (2) minimum appropriation from the county or the pledging of sufficient funds to properly finance the work, (3) the employment of a county agent meeting the approval of the college.

The average county budget for

(a) one agent - 13 States, average \$4,468 - Highest \$6,900 in Illinois - lowest \$3,480, Indiana.

(b) two agents - 9 States, average \$7,741 - highest \$12,470 in Illinois.

In 10 out of the 13 States the college and the local farmers through the bureau or agricultural council have power of employing the county agent. In the other three States the county commissioners or supervisors have a direct voice in the employment of an agent.

It is advisable to use influential citizens to obtain county appropriation for extension work.

Eight States replied that the agent assisted in an advisory capacity with reference to membership campaign.

Two States report that the law is mandatory and therefore filing of application or petition with commissioners is sufficient. In 9 States the request for an appropriation is presented either directly or indirectly by a committee. This committee of 3 to 10 may or may not be accompanied by a much larger delegation as the occasion seems to demand.

Six States report that influential farmers are invited in and usually good interested business men are included.

Generally a large delegation is not desired unless it is to show the will of the people when the commissioners are on the fence. A large group is hard to handle and it has the appearance of trying to intimidate the commissioners. A small committee gets to business faster, and the members act as individuals and approach commissioners as such. They know what they want and have influence. Moreover, a small committee tends to make the commissioners feel that the extension people are trusting their judgment to do the right thing.

Representations made are that the appropriation is a good business investment. The things taken into consideration are the needs of the county, the work accomplished, the favorable sentiment, demands of the people, and the future possibilities of extension work.

Practically every State feels that the individual board members' personal opinions should be obtained previous to the day they are to vote as a body on the appropriation. Especially is this true if there is some doubt as to the final outcome.

Three States replied that the county agent takes no part at the county commissioners' meetings. Four others say that the county agent usually takes no part unless he has very good standing with the commissioners and is best man to ask for increased funds needed. There seems to be a rather common practice of calling in the county agent to report on the accomplishments during the previous year and to outline the future program.

Eight States indicate that some part is taken. Three indicate that the practice is general and one adds that it is just naturally a good practice. Six States indicate that the practice is followed at times from necessity.

There is a rather wide variation of opinion on the advisability of the agent helping directly to get an appropriation for his own work. Four States reply "yes" while five states state that the agent's influence is not hindered if he has the right personality and assists in a straight forward business manner. He must not attempt to lead the parade and should not enter into financing of other than extension work.



The replies with reference to whether any project work should be conducted particularly with a viewpoint of obtaining an adequate county appropriation are almost equally divided. Five States definitely say "no" to this question. Five other States either partially or wholly approve.

Only two illustrations were given. Michigan states that some new project such as women's work or club work may give impressive results and provide good publicity. Kansas adds that the putting of convincing demonstrations on the county poor farm may materially benefit the farm financially and at the same time get the attention of the commissioners to the type of county-agent work being conducted in the county.

The following suggestions were made regarding how county support can be continued year after year without interruption: Employ a competent county agent; do good extension work; adopt a program that meets the needs of the county; train and use leaders; maintain necessary county organization; and use plenty of publicity.

### Meeting Boards of County Commissioners

N. D. Gorman, North Dakota

There is no rule of thumb that can be used in meeting commissioners for obtaining funds but there are a few general principles that may be adhered to for the best results.

Keeping them interested in the work is a prerequisite. Commissioners who have a vital interest in the program more readily see the needs in the way of adequate budgets.

The first important essential is a well-balanced program efficiently carried out. The best argument for continuing the budget or for increasing it is the fact that money already spent has paid dividends. Without records and reports of beneficial extension work, the supervisor is severely handicapped when appearing before a board of county commissioners. The good will and interest of the board can be kept only by giving them an opportunity to suggest projects to be conducted in the county.

It is just as much their duty to closely supervise the expenditure of extension funds as it is to keep a close check on the moneys expended for the purpose of building roads, bridges, and other county enterprises.

We must keep in mind that the members of the board of county commissioners are elective officers many of whom can not be influenced by the value of the work but rather by its popularity with the average run of voters in the county.

In preparation for a county board meeting to obtain funds, the supervisor should supply himself with records and reports of work done in the county, if possible, reports of several projects which have netted an increased cash return to the farmers. This may be a report of a feeding demonstration which shows an increase in production, or the pooling of seed orders showing a net saving to the farmers. It is always wise to steer clear of the complicated result demonstrations which involve three or four elements which are confusing. Have a budget worked out in detail, showing the reason for the expenditure of each item. The supervisor should also familiarize himself with the county program of work for the coming year.

It is well to learn the characteristics, personalities, and habits of each of the members of the board before meeting them. These can often be learned from the county agent or from some individual living in the district of the county commissioner.



In appearing before the board, especially if it is the supervisor's first time at meeting this particular board, there is often a restrained attitude. One must get the confidence of the members of the board. Unless the individual members of the board have confidence in the supervisor presenting the budget, he is not going to get very far. A sympathetic attitude and tolerance is a method of establishing confidence. A sympathetic knowledge of the commissioners' problems, aside from extension work, will often bring the supervisor in higher esteem in the minds of the members of the board. Do not arbitrarily disagree with an individual on the board until you have his confidence. After the confidence of the members of the board is established set forth the arguments for your proposition with all the force and enthusiasm you can muster. Agree temporarily and bring up the point at issue later with stronger arguments. The supervisor must be enthusiastic. In presenting extension work to the board of county commissioners, one must feel sure that he is selling them a proposition which will return them more dividends on money expended than anything else they have ever bought. After getting the consent of the board, be sure that a record is made of the minutes of the meeting. Do not leave any loose end, as one or two or possibly all of them may forget or at least disagree as to what the agreement might have been. It is unwise to leave the board of county commissioners without a discussion of the program for the coming year and if possible encourage them to express their opinions as to the merits of this program. It is well to call in the county agent for this discussion.

Large delegations, while often impressive in appearance, are cumbersome and they can not be handled efficiently. One or two of the most influential people from each commissioner's district are enough. This delegation should represent both business men and farmers, and the three divisions of work in the county; namely, men, women, and juniors. Give each delegate an opportunity to express his views. Be sure that you have provided him with the results of some project so that he may have his subject well in hand.

On rare occasions only is it advisable to allow the county agent to take part in the obtaining of funds from boards of county commissioners. Unless the county agent stands exceptionally well with the commissioners and they are men who are thoroughly in sympathy with extension work in the county the county agent will do himself more harm than good in attempting to obtain increased funds.

### Making Proper Contacts with Influential People

A. J. Dexter, South Dakota

A great deal can be done by making proper contacts with editors and other influential people in the county toward creating a more favorable attitude toward extension work. If individuals such as editors, preachers, teachers, bankers, political and community leaders, and presidents of service organizations in towns, always have a good word to say for the county agent, the whole extension program is augmented.

Editors on account of the fact that their publications usually go regularly to the bulk of the people in the county are the most important group with whom the agent should have a good contact. It becomes a difficult problem to make a good contact with the weeklies having limited space, their desks jammed with prepared propaganda and stacks of free boiler plate.

Regular calls of short duration at the newspaper office with a statement or two of what the agent is doing in the community on that trip will help. Personal items, not necessarily agricultural, picked up on rounds about the county



and passed to the editor will win his friendship. News items and names of "out-of-town visitors" can be made up occasionally and given the editors from information obtained from people who call at the county agent's office. It has been said that if a rural editor can mention the subscriber's name just once a year in an item, the subscription list will maintain itself. Anything an agent can do to help carry out this principle will be a good contact with the editor.

One of the best methods of creating a favorable attitude or setting for good extension work among influential people in the county is through an annual rural leaders conference or get-together banquet and all-day program. In South Dakota, the central theme of such a conference has been the methods of strengthening local community clubs. In the main, officers of the various community clubs make up the gathering, but other rural leaders are invited, such as rural preachers, the county superintendent of schools, Smith-Hughes teachers, cooperative organization officers, and the like. Care can well be exercised to use the psychology of emphasizing the fact that it is because they are rural leaders that they are being invited.

At the rural leaders' conferences, the program of agricultural improvement for the county is discussed from several different angles. Results in certain projects may be emphasized by exhibits or charts on the walls. Everybody has a chance to contribute something to the discussion. The result has been a clearer understanding of the county agent's program on the part of all rural leaders.

Invitations to present the county agent's program of work at county bankers' meetings and their cooperation on boys' and girls' club work can be obtained. Bankers like to be consulted and it is well to ask their opinions on your projects if you are going to maintain their cooperation.

Influential men and women will give much assistance in encouraging county commissioners to continue or increase county appropriations for extension work if proper contacts have been kept up with them. Such cooperation of local leaders frequently does away with the need of county-agent supervisors making direct requests for county appropriations. The most disheartening thing in obtaining appropriations for extension work is to go into a county where the commissioners are about to cut off the money, and to try to interest the influential men in standing behind the work, only to find very little contact has ever been made with them by the county agent. I came direct to the conference from a county in just such a "fix." A banker was the most influential man in the county and by a word he could easily have lined up the commissioners who were proving the stumbling block, but to my surprise he was almost wholly ignorant of just what extension work was. He thought the county agent was a man employed to gather government crop reports. Contacts with influential people must be maintained.

#### The County Agent's Responsibility in Local Financing

W. E. Morris, Minnesota

A considerable responsibility for maintaining adequate local funds for county extension work regardless of source falls on the county agent. This is not necessarily objectionable. It calls for a higher grade of work acceptable to the general public. An effort should be made to get commissioners as co-operators.

Much can be done to create and maintain a favorable impression of extension work with county commissioners by casual interview with them, by cooperators and others interested. Doing the job so well that a general satisfaction prevails throughout the county toward extension work will, as a rule, insure adequate financial support.



The two general methods of local financing of county work in the various States are from public funds and from a combination of public and voluntary funds. Theoretically in neither case is the agent involved in raising funds, his time being devoted entirely to project work.

In Minnesota the county farm bureau association is a part of the county extension organization. It furnishes cooperation in local administration, gives a means of spreading an understanding of the work, insures more definite cooperation of individuals and is an agency of defense and protection for the extension work in the county.

The part actually taken in the membership campaigns by the agent is minor. He should help arrange for general meetings of township committeemen where the campaign is outlined, the time set, and territory divided among those who will make the canvas. Each man is provided from the extension office with data on the year's accomplishments.

### Financing Extension Work in New Counties

A. F. Turner, Kansas

The Kansas law requires the development of a county farm bureau of either 250 bona-fide farmers or one-fourth of the farmers in the county as a prerequisite to the appropriation of county funds to support extension work. The director of extension is given supervision of the expenditure of all public funds for agricultural extension work.

In the development of organizations in new counties we seek primarily to include those farm people who have rather well-developed qualities of leadership. Our first effort is to build up a group of 25 or 30 of the very best farmers in the county from the standpoint of leadership and community interest and then through these leaders to extend the organization to the number required by law.

The Kansas law requires the raising of \$800 for the purchase of an automobile and office equipment before the county commissioners are required to appropriate money for the public support of county-agent work. This fund is usually raised by popular subscription, partly among farmers but largely among business men and others interested in promoting the work.

By requiring the local people to put something into the development of the work, their interest is very much increased.

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